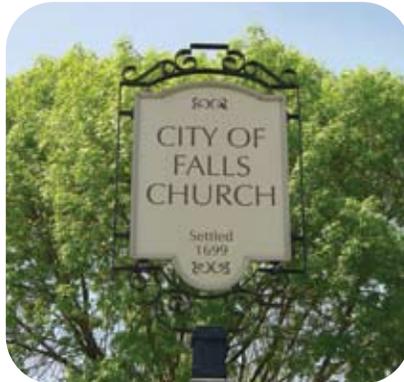


ADOPTED

# 2007-2008

## Annual Expenditure and Five-Year Capital Improvements Program



CITY OF **FALLS**  
**CHURCH**

300 Park Avenue  
Falls Church, Virginia 22046



ADOPTED

**2007-2008**

**Annual Expenditure and  
Five-Year Capital Improvements Program**

**Policy of Non-Discrimination  
on the Basis of Disability**

The City of Falls Church does not discriminate on the basis of disability in its employment practices or in the admission to, access to, or operations of its services, programs, or activities. Letha Flippin, 300 Park Avenue, Falls Church, Virginia 22046 has been designated to coordinate compliance with the ADA non-discrimination requirement.



CITY OF **FALLS**  
**CHURCH**

300 Park Avenue  
Falls Church, Virginia 22046



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# CITY OF FALLS CHURCH

**F. Wyatt Shields**  
City Manager

Harry E. Wells Building  
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Falls Church, VA 22046  
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Fax: 703-248-5146

April 24, 2007

Honorable Mayor Robin Gardner,  
Members of the Falls Church City Council, and  
Taxpayers and Citizens of the City of Falls Church

I am pleased to present to you the FY 2007-2008 Operating Budget and Capital Improvements Program, as adopted by the City Council on April 23, 2007. The Budget is balanced within revenue estimates and designed to prioritize resources in line with the City Council Vision Statement and City's Strategic Plan. The budget maintains the City's financial security and high-quality services to our community.

The FY 2008 General Government budget provides a 2.9 percent increase in operating expenses over the current budget year. The School Board request is \$29,088,090 which represents a 5.2 percent increase over the transfer from FY 2007. These figures exclude spending for one-time capital purchases through the Capital Improvements Program.

This budget includes no increase in the real estate rate of \$1.01 per \$100 of assessed value. Water and Sewer fees remain unchanged again this year, for the second year in a row. The budget contains an increase in the cigarette tax from 65 cents per pack to 75 cents, which is projected to generate \$80,000 in additional revenue.

The FY08 Budget was adopted by the Council after comprehensive review and public comment that occurred during ten Council work sessions and three public hearings during March and April of this year. What follows is a more detailed summary of key provisions of this Budget that emerged from that rigorous public process.

## FY 2008 Revenue Projections and Summary of Expenditures

The flattening of the residential real estate market over the past year is the principal challenge on the revenue side of this year's budget. This long predicted slow-down comes after several years of accelerating home values, and is part of a familiar cycle that we last witnessed in the City and the region in the early 1990's. However, flat residential property tax revenue is offset this year by healthy growth in the commercial sector. Increases in commercial real estate valuations, sales tax receipts, building permit fees, and business license fees all reflect dynamic economic activity in the City. A measurable part of this activity is the direct outcome of economic development efforts by the City and policy decisions by the City Council over the past four years.

A breakdown of key revenue sources is provided in the table below.

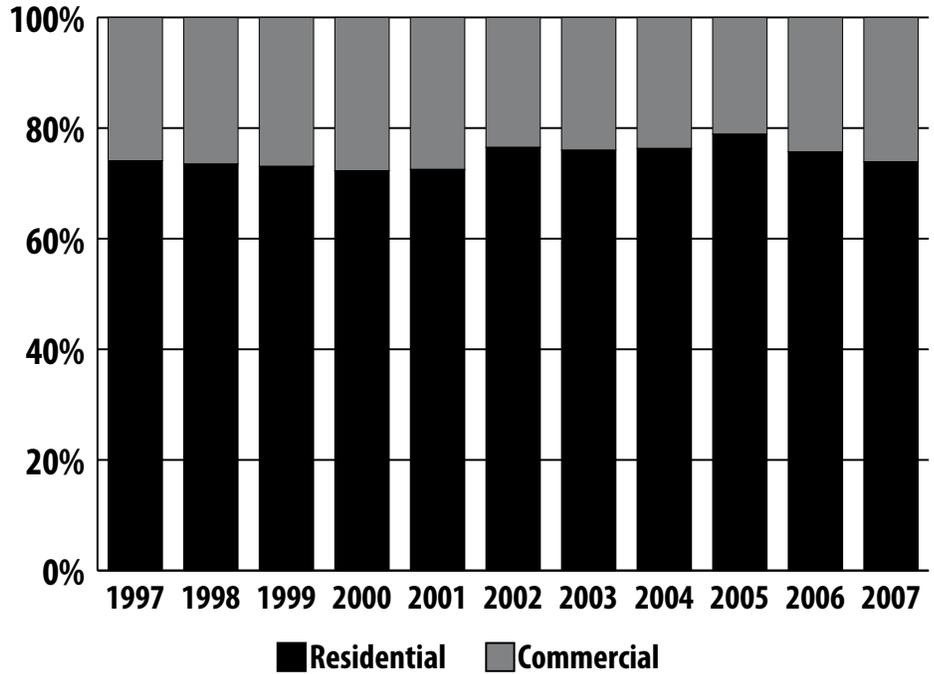
	FY 2008 Revenue	% Increase From FY 2007
Residential Real Estate	\$ 27,029,027	-0.5%
Commercial Real Estate	9,546,116	9.5%
Sales Tax Receipts	4,330,000	7.6%
Business Licenses	3,363,400	5.8%
All other Operating Revenues	18,204,711	11.4%
<b>Total Operating Revenues</b>	<b>62,473,254</b>	<b>4.8%</b>
Grants, Transfers, and Use of Fund Balance	8,287,394	11.7%
<b>Total Revenue</b>	<b>\$ 70,790,648</b>	<b>5.6%</b>

New construction accounts for a significant portion of the rise in commercial assessed valuations this year. This figure represents major construction projects, such as The Byron, The Spectrum, and Pearson Square. In the residential sector, there was overall negative market appreciation this year. However, this was offset by continued construction activity in single family detached houses across the City.

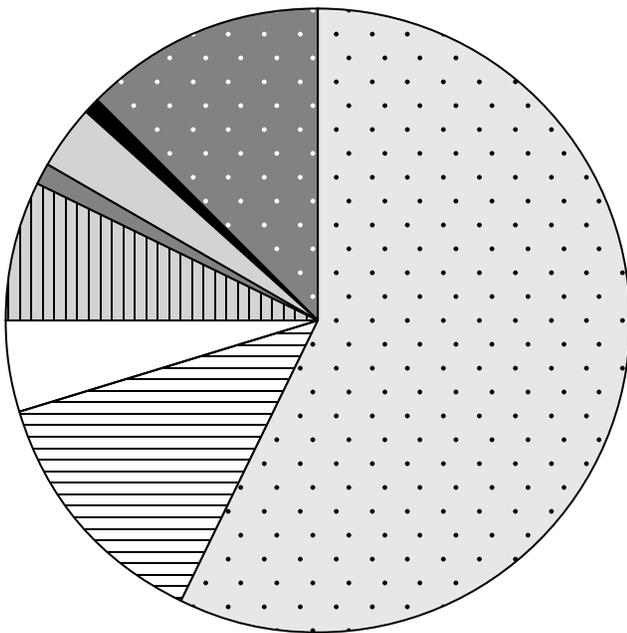
This year also marks the continuation of a three-year trend toward a higher portion of total real estate assessments derived from the commercial sector, relative to the residential sector. It is not as marked as we might like, but it is moving in the right direction.

The two pie charts below indicate the source of funding for the FY 2008 budget, and to what ends these funds are expended.

### Real Estate Assessments 1997-2007

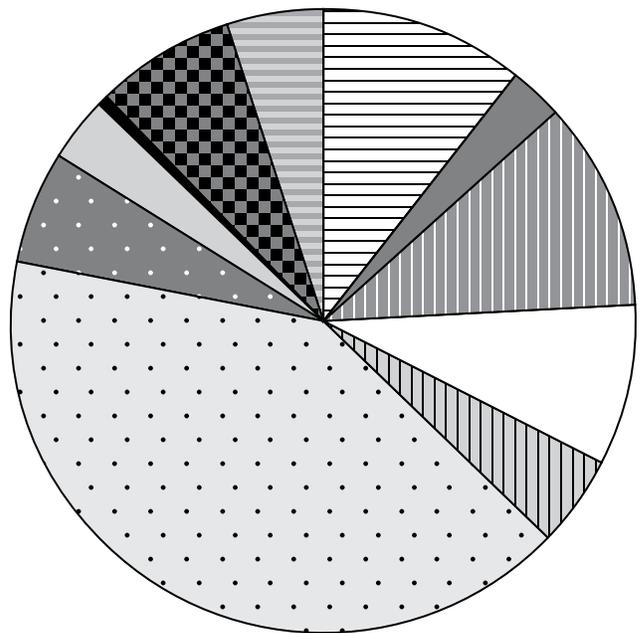


### FY2008 Proposed Revenues



- Property Taxes
- BPOL
- Licenses & Permits
- Investment Revenues
- Sales & Use Taxes
- State & Federal
- Charges for Service
- Other

### FY2008 Proposed Expenditures



- General Government
- Public Safety
- Health & Welfare
- Community Development
- Economic Development
- PAUG Capital
- Judicial Services
- Public Works
- Education
- Recreation & Culture
- Debt Service

## General Fund Initiatives

This year's budget development process began with the development of a Council Vision Statement in December. This Vision Statement was followed by a staff developed Strategic Work Plan. Both were the necessary preliminary work toward developing a prioritized budget that meets community needs.

A summary of major initiatives contained in the FY 2008 expenditure plan is provided below:

- **Realigning Personnel for Service Delivery** – This adopted budget reduces payroll costs for upper management, and redirects those funds to create four new positions that provide direct program support and customer service. The reduction in management payroll relates to a reorganization of the duties of the General Manager for Community Services. The Department of Community Services is composed of four divisions: Recreation and Parks; Library; Housing and Human Services; and Court Services. The GM for this department will retain his or her Division Director responsibilities, which allows the salary costs for this position to be reprogrammed toward other City needs. The administrative support position for the GM is not funded in this budget, and has been reprogrammed as well.

Through this reduction in management costs, and through a lengthy and disciplined look at other cost centers, funding has been directed toward needed front line and direct support staff positions. These positions include:

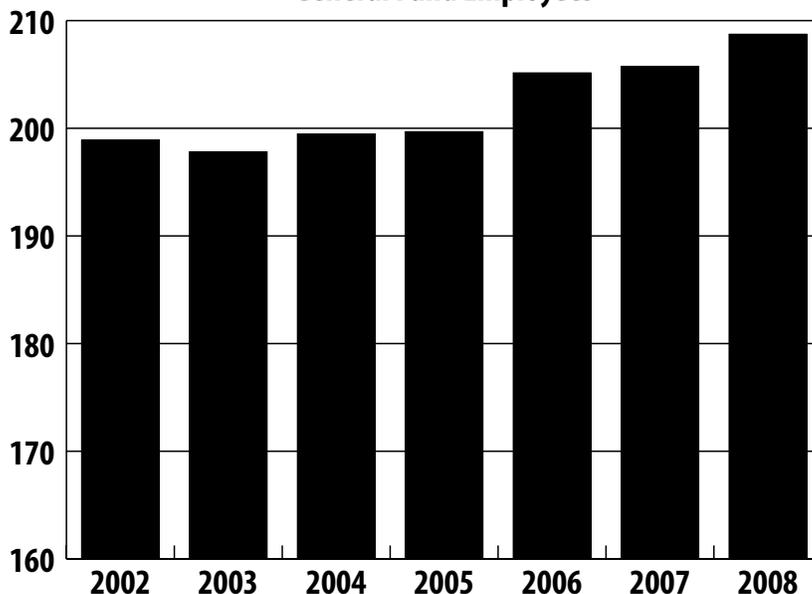
- *Building Inspections Electrical Inspector.* The City's building inspection services are provided by two employees, the Building Official and one inspector. We also rely heavily on contracted inspection services through the firm IBTS. This new position will allow the city to schedule all building inspections within 48 hours of a request. The cost of this position will be offset by savings in contracted inspection services, and provide a higher level of continuity and responsiveness.
  - *Environmental Services Civil Engineer.* Funding is provided for a civil engineer to handle the increase in construction plan review, construction site supervision, and complaint resolution associated with ongoing economic development in the City. The Council's Vision for innovative city programs that promote green building and sustainable development, along with state and federal environmental initiatives require us to increase our in-house professional expertise.
  - *Recreation and Parks Maintenance Worker.* The City currently employs two maintenance workers to maintain the City's 12 parks. This initiative will add a third maintenance worker. Over the past four years the City's parklands have increased with the addition of the Hamlett Tract and West End Park.
  - *Recreation and Parks Program Supervisor.* Currently there is one position in the City to manage all community center classes and City-wide special events. The addition of a Program Supervisor will separate these two functions, and allow us to meet the demand for additional classes and programs at the Community Center so that we use that facility to its full capacity. The new revenues generated from additional programs will partially offset the cost of this position.
  - *Public Safety Parking Enforcement Officer.* With increased commercial activity in the City, the business community demands more parking enforcement, and repeated requests for more enforcement of parking regulations in our residential areas around metro stations. We currently have one parking enforcement officer, and when that officer is out for training or vacation, there is no coverage for the City. This position is funded entirely from revenues generated by parking fines.
- **Investment in a High Performing Work Force** – This budget increases funding in the amount of \$50,000 for employee training programs, to develop our organizational capacity to serve the community in the most efficient, safe, cost-effective, and innovative manner. The budget also contains \$50,000 for the development of performance benchmarks for all functions relating to our water and sewer utility services. These two initiatives reflect the Strategic Plan objective of cultivating a high performing workforce to serve the City.
  - **Community Development Zoning Code Rewrite** – This budget provides \$100,000 in new funding for a comprehensive rewrite of City Zoning Codes. This reflects a critical Council priority as expressed in the Council Vision Statement relating to community preservation and economic development.
  - **Household Hazardous Waste Collection** – Funding is provided for a household hazardous waste collection event as proposed in the City's Solid Waste Management Plan. The cost is projected to be \$19,491. This initiative will more effectively divert hazardous waste from entering the normal waste stream and provide a useful service to City residents who otherwise would have to drive to the Fairfax County disposal site at West Ox Road.
  - **Green Fleet Program** – Funding is in this budget to continue the City's program to replace new vehicles with hybrids. This year, the City obtained funds through the federal Congestion Mitigation and Air Quality (CMAQ) program to purchase three new hybrid pickup trucks. This item and the preceding one are in line with the Council's Vision relating to Environmental Harmony.

The City has long prided itself on maintaining a stable number of employees across the organization. This budget funds a net increase of three employees, and it is important to discuss how these new positions will be paid for over time. In each case in this budget, the positions are paid for either through reductions in other positions, reduction in contract costs, or revenues derived from activities of that position. The graph below provides a look at the number of City employees over the past seven years.

As with every budget, this year's budget reflects prioritized choices. Among the initiatives proposed but not brought forward in this budget were:

- **Mentoring** – Court Services proposed \$45,349 for a mentoring program for at-risk youth. We were unable to fund this program, but will seek to initiate it in coordination with Schools, City staff and volunteers.
- **Roadbed Assessment** – DES requested \$60,000 for assessment of the City's roadbed.
- **Engineering Assistant** – DES requested an additional part time employee to provide administrative support to the Engineering Division.
- **Library** – The Library Board's adopted budget calls for \$10,000 in funding for a space needs study. I recommend against funding this study until such time as funding is provided in the CIP for improvement to the Library space.
- **Urban Forestry** – The Arborist requested funding for two additional tree crew workers, reflecting the additional work in that division that was not funded in this budget.
- **Assistant Registrar** – The Board of Elections requested an additional part time employee.
- **Revenue Assistant** – The Commissioner of Revenue requested a part-time revenue assistant to help with the additional workload brought on by the DMV select program.
- **WIFI** – This budget does not contain any money to study or initiate a free WIFI service for the community.
- **Contribution to Community-Based Groups** – This budget does not provide funding for community based organizations that have requested funding either this year or in the past. The Budget does include \$180,000 for a Council contingency fund, so that important community needs can be met upon Council action.

**General Fund Employees**



These items are needed programs and have strong justifications for them. Numerous other initiatives were proposed, however the list above gives some indication of what could not be accommodated in this budget.

### Capital Improvement Program And Pay As You Go

It is in capital planning that the need for long range vision is most needed. The Planning Commission recommended approval of a new Five-Year Capital Improvements Program on March 5, 2007, and I would encourage the Council to consider these funding priorities in the light of its Vision Statement.

The FY 2008 CIP continues progress, or starts new initiatives, on important projects for the City in the areas of:

- City Hall improvements;
- Stormwater improvements;
- Affordable housing;
- Transportation improvements;
- Pedestrian and traffic calming; and
- Providing reliable and safe water distribution.

#### Capital Improvement Projects – FY 2008

Administrative Services	\$ 170,000
Public Works	\$ 3,176,000
Affordable Housing	\$ 2,000,000
Parks and Recreation	\$ 810,000
Schools	\$ 808,000
Water Fund	\$ 6,130,000
Sewer Fund	\$ 3,928,311

The FY 2008-2012 expenditures included in the Plan, as presented, are funded primarily through cash reserves and borrowing, in accordance with Council adopted policies with respect to debt limits and the use of reserve funds.

## Water and Sewer Funds

Revenue growth in the Water and Sewer enterprise funds is projected to remain modest, reflecting our demand projections. Growth is expected to result from adding new accounts due to construction both in the City and in the areas of Fairfax County served by the water system. This Budget continues the sound policy decisions of prior Councils, and places the enterprise funds operated by the City on a sustainable and financially secure footing.

The Water and Sewer Funds are supported by a stable rate structure that will remain unchanged for the second straight year. All rates adopted in this budget will be maintained as follows:

- Maintain the water rate at \$3.03 per thousand gallons; and
- Maintain the sewer rate at \$5.91 per thousand gallons.

The Water Fund includes funding for capital improvements to maintain the high level of service and reliability that our customers expect. With the completion of the Tyson's Tank improvements, which included a major new water tower, pump station, water main connections, and security features, the Utility is well positioned to serve our high growth areas for years to come. Our capital improvements program is focused on maintenance of existing facilities, including our ongoing iron main replacement program.

The Sewer Fund includes capital expenditures of \$950,311, which reflects our ongoing costs for the City's portion of the upgrades to the Arlington and Fairfax County's wastewater treatment plants, as well as ongoing maintenance of our aged pipes within our sanitary sewer collection system.

<b>Water Fund</b>		
	<b>FY 2007</b>	<b>FY 2008</b>
Expenditures:	\$32,983,153	\$22,999,100
Rates:	\$3.03	\$3.03
<b>Sewer Fund</b>		
	<b>FY 2007</b>	<b>FY 2008</b>
Expenditures:	\$3,087,456	\$5,631,898
Rates:	\$5.91	\$5.91

## Looking Ahead

The revenue picture for the City government allows us to continue to provide the public services the community expects, without a reduction in program activities. However, the story of this year's budget is strongly influenced by uncertainty and risk for FY 2009. Significant issues for the future include:

- Compliance with new government accounting rules (GASB-45) will require the City to pre-fund anticipated post-retirement health benefits. This will be a significant increase in annual operating costs. To responsibly plan for these costs, the City will conduct a review of our post retirement health benefit program over the coming year. In addition, the FY 2008 budget provides for \$2 million, from the City's reserve balance, to establish the trust fund required for these pre-funded benefits. By establishing a trust fund this year, the City's and School's unfunded liability will be reduced over the long term by \$3.3 million due to the earnings on the fund. The budgetary benefit of this action will be fully realized beginning with the FY 2009 budget and thereafter.
- Continued uncertainty in the real estate markets. Home sales this spring will be an important indicator of the future direction of home prices. The condominium market, in particular, is vulnerable to continued reductions in value. Expert opinion on future direction is mixed, with some pointing to continued strong job growth to argue for a resumption of growth in housing valuation. Others predict that housing prices will stay flat for as long as ten years, as speculative excess is wrung out of the market. How this unfolds will also impact the City's efforts at economic development in our City Center and other commercial areas.
- Trends at the state and federal level point to continued reduction in inter-governmental aid and the City will have to rely more each year on locally generated revenues as the primary funding source to pay for local services. As the State government seeks to provide new transportation funding for the region, the state share of services provided by the City, such as education and public safety, may decline. As the federal government tackles its budget deficit, declines in all streams of domestic discretionary spending can be expected.
- City debt levels are comfortably within adopted policy limits at the present time, but projected capital spending for new school facilities, as planned in the Capital Improvements Program, will present a serious future challenge.

Alongside these areas of concern, there are reasons to remain confident that the financial challenges faced by the City of Falls Church will be successfully overcome. The City's unemployment rate remains low and per capita income remains high in comparison to other counties and cities in the nation. Residential property values are under-girded by the City's strategic location, as well as our abundant economic, cultural and educational resources. Commercial office properties are in the midst of a rebound in values as City vacancy rates remain below the Northern Virginia average. Developer interest in the City's key commercial areas remains strong, and presents the City with an opportunity to shape its own future.

All this helps explain why the City of Falls Church continues to enjoy strong credit ratings: Moody's AA; Standard & Poor's AA+; and Fitch Aa2. The City Council has adopted financial polices related to fund balance and debt issuance that reflect a conservative approach to fiscal management while still allowing for a targeted use of borrowing and pay-as-you-go funding to meet community needs.

This adopted budget upholds these sound management policies, and also charts a path toward implementing the Council's adopted Vision and Strategic Plan.

Respectfully submitted,



F. Wyatt Shields  
City Manager

# City of Falls Church Overview

Falls Church is an independent city lying just a few miles from the national capital. This proximity has been a major influence on its development, especially over the last century. Falls Church is small in area (now 2.2 square miles) and population (estimated to be 10,700 in 2006), but its heritage predates America's colonial era.

As far back as 12,000 years ago, before the English came to Jamestown in 1607, the gently rolling landscape of Falls Church was traversed by Native American hunter-gatherers. As they moved inland from the north and east, they traveled two trails that intersected within the present boundaries of Falls Church. After a series of wars ending in 1677, they left the region and settlers gradually moved in.

The City's history dates back to the late 1600's when it was an early colonial settlement shared with native Indians. The community grew up around The Falls Church, which was founded in 1734 and whose congregation has included resident George Washington and Virginia statesman George Mason. Falls Church slowly grew around the intersection of two Indian trails leading to the lower Potomac River falls, not far from the current intersection of Broad Street (Route 7) and Washington Street (Route 29). By 1875 it gained township status. Falls Church became an independent City in 1948 led by parents determined to improve the quality of local schools. Named an All-America City in 1962, Falls Church has also earned the Tree City USA award for 29 consecutive years from the National Arbor Day Foundation.

Falls Church ranks number one in the nation in the percentage of persons with at least a college degree. In 2006, 75 percent of the persons 25 years of age or older living in Falls Church had at least a bachelor's degree. Approximately 40.7 percent of the population had a Master's, professional, or doctorate degree, which is almost four times the national average. Only one location in the United States had a higher percentage of persons with advanced degrees in 2000: Los Alamos, New Mexico, which is a major scientific research community.

- Council-Manager Form of Government
- Chartered as independent city in 1948
- Seven member City Council, elected at-large for four year terms
- Mayor and Vice-Mayor selected by Council for two year terms



*Council Members seated from left to right: Council Members Daniel Sze, Daniel Maller, and Harold Lippman. Standing left to right: Council Member David Chavern, Vice Mayor Lindy Hockenberry, Mayor Robin Gardner, and Council Member David Snyder.*

## CITY OF FALLS CHURCH, VIRGINIA DIRECTORY OF OFFICIALS

- F. Wyatt Shields, City Manager
- Cindy Mester, Assistant City Manager
- John H. Tuohy, CPA, Chief Financial Officer
- Roy B. Thorpe, Jr., City Attorney
- Kathleen C. Buschow, City Clerk
- Catherine Kaye, City Treasurer
- Thomas D. Clinton, Commissioner of Revenue
- S. Stephen Bittle, Sheriff
- Dr. Lois Berlin, Superintendent of Schools

## City Statistics

- 2.2 square miles
- Population of 10,700 (2006 estimate)
- \$3,310,000,000 assessed value of real estate at January 1, 2007

	Falls Church January 1, 2007	Washington Metro 2006 Average	U.S. 2006 Average
2006 Median Home Value	\$651,600	\$431,000	\$222,000
Unemployment Rate, 2004	2.9%	3.1%	5.4%
Per Capita Income, 2003 <sup>1</sup>	\$53,245	\$47,305	\$31,459

## Race and Ethnicity, 2006

White	84.9%
Black	3.0%
Asian	5.0%
Hispanic	4.9%
Other	2.2%
<b>Total</b>	<b>100%</b>

Source: Grier Study, 2006

## Age Distribution

0-19	24.8%
20-44	35.0%
45-64	28.0%
65+	12.2%
<b>Total</b>	<b>100.0%</b>

Source: US Census, 2000

## Occupations of City Residents

Agriculture, Forestry, and Fisheries	11	0.2%
Construction	181	3.0%
Manufacturing	122	2.1%
Transportation	169	2.9%
Information	398	6.8%
Wholesale Trade	83	1.4%
Retail Trade	420	7.2%
Finance, Insurance, and Real Estate	400	6.8%
Professional, Scientific, Management	1,193	20.4%
Entertainment and Recreation Services	355	6.1%
Educational, Health, and Social Services	905	15.5%
Other Professional and Related Services	565	9.6%
Public Administration	1,055	18.0%
<b>Total Employees</b>	<b>5,857</b>	<b>100.0%</b>

Source: US Census, 2000

<sup>1</sup> According to the 2000 U.S. census, Falls Church had the highest per capita income in Virginia and the third highest in the United States.

## Regional Cooperation

### Memberships:

Northern Virginia Regional Commission  
 Northern Virginia Transportation Commission (NVTC)  
 Northern Virginia Transportation Authority (NVTA)  
 Northern Virginia Park Authority  
 Fairfax - Falls Church Community Services Board  
 Metropolitan Washington Council of Governments  
 Northern Virginia Criminal Justice Academy

### Services provided by other localities:

Arlington Circuit Court  
 Arlington County Commonwealth's Attorney  
 Arlington County Fire and Rescue  
 Fairfax County Health Department

### Services provided to other localities:

Aurora House (residential group home for girls)  
 Fiscal Agent for Northern Virginia Criminal Justice Academy

## Economic Development Trends in Falls Church

Addressing need with measured action, the City has embraced new development on a Falls Church-scale, with five mixed-use projects completed or under construction and representing 2007 assessed value of about \$250 million. A sixth mixed-use project was approved in March. This unprecedented level of activity will add 112,000 square feet of new retail and 147,000 square feet of new office space along the City's commercial corridors. At the same time, these projects will add over 700 new units of housing stock in the City.

"The Byron" was completed at 513 W. Broad Street in late 2006, featuring prime retail space, Class "A" office space on the second floor, and 90 luxury residential condos. This Nova Habitat development features a Cosi restaurant and a soon-to-open Penzeys Spices.

"Pearson Square," at 500 S. Maple Avenue, was developed by Atlantic Realty in partnership with Carr Enterprises, and features the largest office building (80,000 square feet) constructed in Falls Church since 1986. Serving as the new headquarters for its 200 employees, Tax Analysts, Inc. purchased the building in 2006 utilizing low-interest financing provided by the Falls Church Economic Development Authority. The non-profit organization will become one of the City's top ten employers and taxpayers. Still under construction and scheduled for delivery in late 2007 is a second building at Pearson Square, which will bring about 20,000 square feet of retail space and 230 housing units to a site that had been blighted and underutilized for years.



Work on Waterford Development's "Spectrum," at 444 W. Broad Street, is now in its latter stages of construction. This project will include about 62,000 square feet of prime retail and office space, along with 191 housing units.

The "Read Building," developed by the Young Group, is now nearing completion at 402 W. Broad Street. It will contain two levels of commercial space, with a bank and a fitness club, while bringing 26 apartments that include nine "teacher workforce units" targeted to City of Falls Church public school teachers at below-market rental rates.

The Hekemian Company received approval in March 2007 for a mixed-use project in the 400 block of N. Washington St. The "Northgate" will have 95 luxury apartments, 10 rental townhouses, more than 22,000 square feet of retail space and 14,000 square of office space. This mass transit oriented development is just a 10-minute walk from the West Falls Church Metro Station.

Atlantic Realty announced in late 2006 its plan for a first phase of the city's long-anticipated City Center project. This \$280 million proposal includes a 110,000-square-foot office building, a 170-room hotel, a 70-unit aged-restricted housing development, a Harris Teeter grocery store, 500 apartments, and a new Bowl America facility. With more than 900,000 square feet of new uses in a two-block area south of Broad St. and west of S. Maple Ave., this proposal is undergoing intensive review by the city, with the potential for groundbreaking by the end of the 2007.

The City continued to maintain some of the region's highest occupancy rates for commercial space in 2006. In order to best position and prepare the City to take advantage of opportunities to fill new commercial space coming on line in the next few years, the EDA completed a retail branding and marketing project with the guidance of industry experts. A branding logo and slogan were produced and are being used in marketing materials targeted in a focused retail recruitment campaign coordinated with developers and owners of commercial space.

## Comprehensive Plan Outlook for the Future

- The City will continue as a vibrant and thriving enclave in the Northern Virginia region, inhabited by citizens and businesses who believe strongly in community involvement and spirit.
- The City will continue to be recognized as a predominantly residential community, and will retain its small-town character. This character will be conveyed visually through the cohesive architecture and urban design of the commercial districts, which complements the residential neighborhoods, and through the successful preservation and rehabilitation of the City's historic resources.
- The City's commercial base will be flourishing, serving the greater Falls Church community, but also attracting people from throughout the region to eat, shop, and meet in the commercial centers. The City will have attractive office spaces located within walking distance of restaurants and shops. Public-private collaboration will result in the creation of public gathering places for cultural events and meetings.
- Education will continue to be a high priority for the City. Schools will be maintained as high quality public facilities, commensurate with the continuing academic excellence for which the City is known, and will serve as an important focus for community, social, and cultural activities.
- Local educational services will expand to include institutes of higher education and an extension of educational opportunities to all City residents. The addition of these higher education resources will draw new ideas from the region and perhaps from beyond, from which the entire community will benefit. The City's library will remain an integral component of the excellent educational system.
- Planning for open space will also provide for active recreation and sports.
- The City will remain attractive to a wide range of family types, cultures, and generations, including single-person households, those with children, and citizens in retirement, embracing the City's varied ethnic and cultural diversity. A diverse housing stock will provide opportunities to all income levels and family types

# Vision Statement for the City of Falls Church

*Adopted by City Council November 27, 2006*

In 2025, Falls Church is a small city that respects its citizens and provides personal attention to meeting their needs. It is a wonderful place to live, work, and shop, offering diversity in housing, amenities, and services. Its historic charm reflects the stewardship of residents and their local government. It is built on a human scale, where visitors and residents alike can find everything they need while experiencing the fabric of life in a friendly, close-knit community. Falls Church is a shining example of a city that has been able to retain the benefits of small town life, while remaining financially sustainable, and a full participant in one of our nation's most dynamic metropolitan areas.

The people of Falls Church have built a community that expresses their belief in certain unifying principles:

## Successful Development

Falls Church City offers a harmonious mix of residential, commercial, and retail venues due to the community's focus on smart design, walkability, and human scale. Innovative, clear, and enforceable standards are in place that reflect attention to historic preservation, environmental sensitivity, and long-term sustainability. City government works closely with local counterparts to share this vision and ensure that Falls Church retains its distinctiveness and competitiveness in the region. Falls Church's City Center is a focal point where residents and visitors gather to work and play, helping to sustain the City's special sense of community and place.

## World Class Public Schools

The Falls Church City public school system is at the heart of our identity as a community. Public schools are why the City was established and have always been central to its success. The people of Falls Church remain committed to providing all children with the tools and skills necessary to achieve personal and professional success in a fast-changing and highly competitive world economy. This requires a continuing focus on outstanding staff, up-to-date facilities, innovative leadership, and the efficient use of resources.

## Neighborhood Preservation and Community Life

Falls Church welcomes the participation of its citizens in creating an environment where everyone is a neighbor. City neighborhoods are attractive, pleasant, safe, and welcoming places to live. In Falls Church, people join together to shape their streets, sidewalks, and public spaces. New development is compatible with existing neighborhood aesthetics, density, and scale. City streets and thoroughfares are tree-lined, pedestrian-friendly, and offer visitors and passersby a true window into our community and its values.

## Diversity

Falls Church is a place where people of all means and backgrounds are welcomed and encouraged to participate in all aspects of community life. Racial, ethnic, economic, and other facets of human experience enrich the community by providing it with a diverse mix of outlooks and views on world, national, and local issues and problems. In all respects, Falls Church is a vibrant and successful community because it welcomes and promotes diversity.

## Environmental Harmony

The people of Falls Church believe protecting, guiding, and investing in their environment is one of their highest callings. The City's public and private development express this belief in tangible ways. Our commitment to parks, open space, and clean waterways has been a hallmark of local government for decades. Likewise, residential and commercial development has long emphasized construction in harmony with the City's manifest natural gifts. Environmentally friendly residential and commercial buildings throughout the City incorporate the Leadership in Energy and Environmental Design (LEED) Rating System – the nationally accepted benchmark for the design, construction, and operation of high performance green buildings.

## Innovation

The people of Falls Church are leaders and innovators in many areas of human endeavor. The City capitalizes on this resource by finding and nurturing emerging ideas and bringing them together with public and private capital. Falls Church is one of the leaders among area jurisdictions in evolving and nurturing forward-thinking businesses that combine capital investment with stewardship of our natural resources. The City has a variety of special enterprise zones serving the "green technology entrepreneur" as well as the basic needs of its residents.

## **World Class Government and Public Outreach**

City Staff provide first-class, professional service to an appreciative community. The City Council and City Manager actively reach out to the citizenry to assure that the whole community is engaged in decisions affecting the City's well-being and sustainability. In this pursuit, the Council and City Staff are guided by the core values of accountability, transparency, and responsiveness. Citizens receive accurate and timely information and have every opportunity to be heard and participate in the deliberative process. At the same time, the Council acknowledges its obligation to make the difficult and, at times, unpopular decisions that are necessary to sustain the City's viability and unique small-town quality of life.

## **A Special Place**

Falls Church is a place where people enjoy doing everyday tasks, as well as experiencing diverse cultural, recreational, and civic opportunities. The Falls Church, Tinner Hill, Cherry Hill Farm, the State Theatre, and quaint 19th century homes are alive with historical meaning and testify to the City's rich heritage, which is both respected and enhanced by the 21st century redevelopment of City Center. The City is a magnet for artists, artisans and musicians, with many venues for performances and exhibits. Its dozens of fine restaurants and other eateries make it a destination of choice for residents and countless people from elsewhere in the metropolitan area. The City's vibrant, pedestrian-friendly commercial corridor and City Center includes attractive shops and boutiques, as well as retail stores that respond to every shopper's interests and pocketbook. There is always something going on in Falls Church, whether it be the Saturday Farmers Market, the famous Memorial Day Parade, concerts in the park, or one of many other events.

# City of Falls Church Long-Term Strategic Plan for Council Vision Implementation

## Successful Development

**GOAL 1 City Center Development** – Facilitate mixed-use development plans and a review process that provides new goods and services, enhances revenue, and is compatible with the Comprehensive Plan and community values.

**OBJECTIVE 1** – Leverage market opportunities and forge public/private partnerships for phased City Center development that create a vibrant, distinct, sustainable, great place.

**GOAL 2 Mixed-Use Development** – Facilitate mixed-use development plans and a review process that provides new goods and services, enhances revenue, and is compatible with the Comprehensive Plan and community values.

**OBJECTIVE 1** – Seek and encourage redevelopment for areas identified in the Comprehensive Plan.

**GOAL 3 Infrastructure to Support Redevelopment** – Build infrastructure that supports Citywide redevelopment that creates a vibrant, distinct, sustainable, great place.

**OBJECTIVE 1** – Meet current and future needs for sanitary sewer, water, and storm water facilities.

**OBJECTIVE 2** – Plan and implement street improvements to promote pedestrian safety and commercial vitality.

**GOAL 4 Land Use Tools** – Create new land use tools that encourage creative and sustainable development.

**OBJECTIVE 1** – Develop user-friendly, Web-based, uniform development code that contains innovative zoning tools and community design standards with integration of all development regulations including green building, affordable housing, historic preservation, and transportation.

## World Class Public Schools

**GOAL 1 General Government/Schools Collaboration** – Facilitate collaboration between the City Council and School Board, and between the professional staff of General Government and Schools so that City resources are shared and put to their best and fullest use.

**OBJECTIVE 1** – Establish regular meetings between the City Council and School Board to communicate key issues and coordinate budget and policies.

**OBJECTIVE 2** – Ensure efficient organization of Human Resources by fostering closer functional collaboration between General Government and non-instructional School staffs, to improve service delivery and promote the best allocation of City resources.

**OBJECTIVE 3** – Ensure efficient use of facilities by maximizing the public use of General Government and School recreation facilities, such as gyms, playing fields, parks, and public buildings, for the use and enjoyment of the whole community.

## Neighborhood Preservation and Community Life

**GOAL 1 Traffic Calming** – Preserve the quiet, residential character of neighborhood streets, through traffic calming measures, sidewalks, and effective parking regulations.

**OBJECTIVE 1** – Install new traffic calming features and pedestrian connections in City neighborhoods.

**OBJECTIVE 2** – Protect neighborhoods from parking impacts, through the development, implementation, and consistent enforcement of neighborhood parking regulations.

**GOAL 2 Neighborhood-Based Crime Control Programs** – Improve safety and security in neighborhoods through closer collaboration with police and citizens.

**OBJECTIVE 1** – Actively promote citizen volunteer involvement and partnership with police to reduce property crime in neighborhoods.

**GOAL 3 Zoning** – Preserve neighborhood character and quality of life through effective zoning regulations.

**OBJECTIVE 1** – Create better tools for neighborhood preservation through a comprehensive update of City Zoning Codes.

## Diversity

**GOAL 1 Affordable Housing** – Preserve and develop affordable housing as a means to ensure economic diversity in the City.

OBJECTIVE 1 - Implement the Citywide affordable housing strategy that includes investment, acquisition, and building/development.

OBJECTIVE 2 - Expand housing choices by increasing the number of new affordable housing units and housing and services for low-, moderate-, and middle-income households through inclusionary zoning.

**GOAL 2 Attract and Celebrate Diverse Populations** – Provide public activities, programs, and events that promote and celebrate the City's diversity.

OBJECTIVE 1 - Use City efforts to improve the business climate, reach out to all businesses, and ensure that the full community is engaged in the civic and business life of the City.

OBJECTIVE 2 - Promote the community's diversity through Citywide events and festivals so that the City is perceived as welcoming to all people.

**GOAL 3 Employment and Civic Volunteerism** – Recruit people from diverse backgrounds for employment and civic volunteerism.

OBJECTIVE 1 - Ensure that membership on City boards and commissions reflects the full diversity of the community.

OBJECTIVE 2 - Ensure that City workforce and staff leadership reflects the diversity of the community, and that the culture of the City Organization is one that embraces and celebrates the strength that comes through diversity.

## Environmental Harmony

**GOAL 1 Expand and Improve Parklands** – Implement plans and sustain resources to expand and improve City parklands, walking trails, and athletic fields.

OBJECTIVE 1 - Create policies for advance planning and acquisition of open space.

**GOAL 2 Regulatory Tools** – Protect and improve natural resources through the enforcement of existing regulations, and through the development of appropriate new regulatory tools.

OBJECTIVE 1 - Adopt and implement best practices in watershed management to improve community water quality.

OBJECTIVE 2 - Incorporate "Green" Building Practices into the City building permit process.

**GOAL 3 Community Education** – Create and implement community education programs on best management practices that achieve environmental harmony.

OBJECTIVE 1 - Develop, implement, and sustain community education and environmental programs.

**GOAL 4 Green City Facilities** – Implement best management practices at City facilities to promote a healthy environment and be more efficient in our use of natural resources.

OBJECTIVE 1 - Use the opportunities of new purchases and construction of new facilities or major renovations of existing facilities to implement green technology.

## Innovation

**GOAL 1 IT Infrastructure** – Build and upgrade Citywide IT infrastructure to support innovation.

OBJECTIVE 1 - Create an environment where IT enhances the delivery of governmental services.

OBJECTIVE 2 - Undertake cooperative ventures with the private sector that are scalable for the future, to facilitate expansion and growth and new technologies.

## **World Class Government and Public Outreach**

**GOAL 1 Civic Engagement** – Provide citizens with meaningful, relevant, and convenient ways to participate in local government.

OBJECTIVE 1 - Provide opportunities for groups and individuals to share ideas, inform government decisions, and actively participate in civic life.

**GOAL 2 Government Accessibility** – Provide City services in form and function in a manner that is responsive to citizen needs.

OBJECTIVE 1 - Provide simple and intuitive access to public services and information.

OBJECTIVE 2 - Adopt best practices to ensure a positive customer experience.

**GOAL 3 High Performance** – Cultivate a customer-driven focus for the City organization, in which leadership, initiative, diversity, and teamwork are celebrated, and high performance is expected and rewarded.

OBJECTIVE 1 - Monitor, improve, and execute the City's "pay for performance" pay plan to ensure it is equitable and provides measurable results.

OBJECTIVE 2 - Provide systematic and ongoing opportunities for professional development, training, and promotion.

OBJECTIVE 3 - Ensure accountable, transparent, and responsive service by achieving work plan goals and objectives.

**GOAL 4 City Hall** – Reshape City Hall to make it more accessible and "user friendly" for the public, and enhance its visual appeal in a way that reflects its position at the center of civic life of the City.

OBJECTIVE 1 - Lead an effective public decision-making process for the redesign/relocation of City Hall.

**GOAL 5 High-Performing Water Utility** – Maintain a high-performing Water and Sewer Utility that supports economic growth within its service territory in the County and City, and provides responsive customer service.

OBJECTIVE 1 - Adopt performance measures to track progress in reducing costs and improving service to customers.

**GOAL 6 Strengthen Children and Families** – Provide a comprehensive system of human services that promotes health, independence, and personal growth for all City residents.

OBJECTIVE 1 - Create a structure that promotes collaboration among all prevention and intervention service providers.

OBJECTIVE 2 - Promote the personal growth and well-being of youth and families through a comprehensive and coordinated array of community and school-based services.

## **A Special Place**

**GOAL 1 Visual Aesthetic Identity** – Create a clear and distinct visual aesthetic identity that differentiates the City.

OBJECTIVE 1 - Create and maintain attractive and distinct entranceways and commercial corridors to the City.

**GOAL 2 Artistic Venues** – Increase the number of venues for artistic performance display.

OBJECTIVE 1 - Encourage the development of public/private venues for artisans and artists to work and to showcase their work.

**GOAL 3 Festivals and Events** – Develop, promote, and maintain festivals and special events that celebrate the City's unique character.

OBJECTIVE 1 - Plan, organize and support a variety of quality communitywide special events each year.

# City of Falls Church Financial Policies

RES. 2000-16

## RESOLUTION TO ADOPT A DEBT MANAGEMENT POLICY FOR THE CITY OF FALLS CHURCH

- WHEREAS, maintaining an appropriate Debt Management Policy is in the best interest of the community and the citizens of Falls Church; and
- WHEREAS, the City's Financial Advisers and the bond rating agencies strongly recommend that the City have in place a policy that defines how the City of Falls Church manages its outstanding debt; and
- WHEREAS, the City does not and will not use long-term debt to fund current operations and City Council wishes to continue to emphasize "pay as you go" capital financing; and
- WHEREAS, the City does not use tax revenue notes (TRANS) to fund current operations and the City wishes to continue this policy; and
- WHEREAS, the issuance of variable rate debt by the City will be subject to careful review and will be issued only in a prudent and fiscally responsible manner.

UPON CONSIDERATION THEREFORE, IT IS RESOLVED by the City Council of the City of Falls Church that, whenever the City finds it necessary to issue bonds, the following policy is hereby established and shall be adhered to:

- a.) General Fund supported debt shall not exceed five percent (5%) of the net assessed valuation of taxable property in the City.
- b.) Annual debt service expenditures for all General Fund supported debt shall not exceed twelve percent (12%) of total governmental expenditures. As used here, "total governmental expenditures" is defined as the total of General Fund, Special Revenue Fund and Component Unit School Board Funds Expenditures. It does not include Capital Expenditures.
- c.) The term of any bond issue shall not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
- d.) The city shall comply with all U. S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
- e.) The City shall comply with all requirements of Title 15.2 Code of Virginia and all other legal requirements regarding the issuance of bonds and certificates of the City or its debt issuing authorities.

Reading: March 27, 2000

Adoption: March 27, 2000

RESOLUTION TO ADOPT A FUND BALANCE POLICY FOR THE  
GENERAL FUND FOR THE CITY OF FALLS CHURCH

WHEREAS, maintaining an appropriate Fund Balance is in the best interest of the community and the citizens of Falls Church; and

WHEREAS, the city's auditors have recommended that the City should maintain a General Fund Balance in the range of eight percent (8%) to twelve percent (12%) of the City's budget; and

WHEREAS, the City of Falls Church should maintain an Undesignated General Fund Balance to provide the City with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing; and

WHEREAS, the Undesignated Fund Balance should not be used to support recurring operating expenditures outside of the current budget year; and if a budget variance requires the use of Undesignated Fund Balance, the City will increase its General Fund revenues and/or decrease its expenditures to prevent using the Undesignated General Fund Balance two consecutive years in a row to subsidize General Fund operations.

UPON CONSIDERATION THEREFORE, IT IS RESOLVED by the City Council of Falls Church that, the Undesignated General Fund Balance goal shall be twelve percent (12%), but not less than eight percent (8%), of the actual General Fund revenues for the then current fiscal year, and these funds shall be appropriated by the City Council; and

BE IT FURTHER RESOLVED, that in the event the Undesignated General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the City shall restore the Undesignated General Fund Balance to eight percent (8%) of the actual General Fund Revenues for the then current year within two fiscal years following the fiscal year within which the event occurred; to the extent additional funds are necessary to restore the Undesignated General Fund Balance to twelve percent (12%) of the actual General Fund revenues for the then current year, such funds shall be accumulated in no more than three approximately equal contributions each fiscal year; this shall provide for full recovery of the targeted fund balance amount within five years following the fiscal year in which the event occurred; and

BE IT FINALLY RESOLVED, that upon certification from the City's auditor, through the annual audit, that the City's Undesignated General Fund Balance exceeds twelve percent (12%) of the then current year's revenues, the excess amount shall be placed in a Capital Reserve Account(s) to be used to fund non-recurring one-time expenditures of the City as deemed appropriate by the City Council.

Reading: March 27, 2000

Adoption: March 27, 2000

# City of Falls Church Budget Ordinance

ORDINANCE T07-07

AN ORDINANCE FIXING AND DETERMINING THE BUDGET OF EXPENDITURES AND REVENUES, APPROPRIATING FUNDS FOR THE FISCAL YEAR 2007-2008: GENERAL FUND; SCHOOL OPERATING FUND; SCHOOL COMMUNITY SERVICE FUND; AND SCHOOL FOOD SERVICE FUND; WATER REVENUE FUND AND SEWER REVENUE FUND AND APPROVAL OF THE CAPITAL IMPROVEMENT PLAN.

THE CITY OF FALLS CHURCH HEREBY ORDAINS THAT:

SECTION 1: The annual budget of the City of Falls Church, Virginia, for the General Fund, School Operating Fund, School Community Service Fund, and School Food Service Fund, Water Revenue Fund and Sewer Revenue Fund, for the Fiscal Year 2007-2008, heretofore and on the 26th day of March, 2007, submitted to the Council by the City Manager are hereby fixed, determined and appropriated as hereinafter set forth, providing for the expenditures of

- a. Seventy million seven hundred ninety thousand six hundred forty-eight and no cents \$70,790,648 for the General Fund revenues; and  
Seventy million seven hundred ninety thousand six hundred forty-eight and no cents \$70,790,648 for the General Fund expenditures.
- b. Thirty-five million three hundred ninety-one thousand two dollars and no cents \$35,391,002 for the School Operating Fund, one million, seven hundred sixty-three thousand thirty-one dollars and no cents (\$1,763,031) for the School Community Service Fund revenues; and  
Thirty-five million three hundred ninety-one thousand two dollars and no cents \$35,391,002 for the School Operating Fund, one million, seven hundred sixty-three thousand thirty-one dollars and no cents (\$1,763,031) for the School Community Service Fund expenditures.
- c. Eight hundred fifty-nine thousand seven hundred dollars and no cents (\$859,700) for the School Food Service Fund revenues; and  
Eight hundred fifty-nine thousand seven hundred dollars and no cents (\$859,700) for the School Food Service Fund expenditures.
- d. Twenty-seven million, six hundred thirty-two thousand seven hundred dollars and no cents \$27,632,700 for the Water Fund revenues; and  
Twenty-three million three hundred twenty-nine thousand, one hundred one dollars and no cents \$23,329,101 for the Water Fund expenditures.
- e. Six million two hundred eighty thousand three hundred eleven dollars and no cents \$6,280,311 for the Sewer Fund revenues; and  
Five million six hundred thirty-one fifty-eight thousand eight hundred ninety-eight dollars and no cents (\$5,631,898) (\$5,658,898) for the Sewer Fund expenditures.
- f. Unexpended balances in the Capital Projects Funds as of June 30, 2007 are hereby reappropriated.

SECTION 2: The Capital Improvement Plan for the period FY 2008 – 2012 heretofore and on the 26th day of March, 2007, submitted to the Council by the City Manager are hereby fixed, determined and are hereby in all respects adopted and confirmed as so fixed, determined and appropriated and the Clerk is hereby directed to enter the same upon the minutes.

**FY 2007-2008 APPROPRIATION OF FUNDS**

		<b>Ordinance T07-07</b>	
	<b>FY2007</b>	<b>FY2008</b>	<b>FY2008</b>
	<b>Final</b>	<b>Proposed</b>	<b>Adopted</b>
<b>General Fund Expenditures</b>			
General Government Admin	5,913,048	7,498,484	7,478,484
Judicial Services	2,224,401	1,942,193	1,942,193
Public Safety	7,212,730	7,696,077	7,596,077
Public Works	5,353,089	5,907,459	5,907,459
Health & Welfare	3,437,938	3,277,079	3,277,079
Education	27,704,341	29,108,090	29,088,090
Parks, Recreation, Cultural	3,713,718	4,025,352	4,025,352
Community Development	2,386,391	2,440,554	2,440,554
Economic Development	481,029	404,718	404,718
Debt Service	5,237,573	5,176,642	5,176,642
Reserves	405,000	180,000	40,000
PAUG - Capital Expenditures	2,967,000	3,414,000	3,414,000
<b>Total General Fund Expenditures</b>	<b>67,036,258</b>	<b>71,070,649</b>	<b>70,790,648</b>
<b>General Fund Revenues</b>			
Property Taxes	39,357,498	40,525,644	40,175,643
Property Taxes - Non Assessed	150,000	160,000	160,000
General Sales & Use Taxes	4,000,000	4,330,000	4,330,000
Selective Sales & Use Taxes	4,255,520	5,070,000	5,110,000
Gross Receipts Business Taxes	3,170,000	3,363,400	3,363,400
Other Taxes	557,000	564,500	564,500
Licenses & Permits	467,322	791,750	791,750
Federal Grants	1,579,627	1,155,589	1,155,589
State Operating Grants	1,194,554	1,159,345	1,189,345
State Shared Revenue	2,773,834	2,772,600	2,772,600
Payments in lieu of Taxes	138,382	150,000	150,000
Charges for Services	2,600,900	2,711,655	2,711,655
Fines & Forfeitures	396,500	446,300	446,300
Investment Revenues	390,488	642,061	642,061
Rental Income	45,000	45,000	45,000
Contributions Private Sources	20,200	-0-	-0-
Interfund Operating Transfers	2,560,693	2,481,000	2,481,000
Use of Fund Balance	3,280,740	4,650,805	4,650,805
Dispositions & Sales	42,000	26,000	26,000
Recovered Costs	56,000	25,000	25,000
<b>Total General Fund Revenues</b>	<b>67,036,258</b>	<b>71,070,649</b>	<b>70,790,648</b>

**FY 2007-2008 APPROPRIATION OF FUNDS**

	<b>FY2007 Final</b>	<b>FY2008 Proposed</b>	<b>Ordinance T07-07 FY2008 Adopted</b>
<b>School Operating Fund Expenditures</b>			
Uses of Funds	33,963,459	35,411,002	35,391,002
<b>Total School Operating Fund Expenditures</b>	<b>33,963,459</b>	<b>35,411,002</b>	<b>35,391,002</b>
<b>School Operating Funds Revenues</b>			
Beginning Balance	650,000	760,000	760,000
Sales Tax	1,965,854	1,860,623	1,860,623
Federal Funds	707,694	540,427	540,427
State Funds - SOQ	2,458,897	2,871,152	2,871,152
State Funds - Categorical	318,927	-	-
User Fees	339,000	343,000	343,000
Miscellaneous	327,000	417,500	417,500
City Appropriation	27,196,087	28,618,300	28,598,300
<b>Total School Operating Fund Revenues</b>	<b>33,963,459</b>	<b>35,411,002</b>	<b>35,391,002</b>
<b>School Community Service Fund Expenditures</b>			
Non-Instructional	1,670,572	1,763,031	1,763,031
<b>Total School Community Services Fund Expenditures</b>	<b>1,670,572</b>	<b>1,763,031</b>	<b>1,763,031</b>
<b>School Community Services Fund Revenues</b>			
Beginning Balance	75,000	90,000	90,000
Day Care Receipts	976,848	1,115,006	1,115,006
User Fees - Tuition	-	-	-
Rental Fees - Personnel	25,622	-	-
Rental Fees	55,000	-	-
Interest Income	3,025	-	-
Miscellaneous	79,070	80,025	80,025
City Appropriation	419,007	478,000	478,000
City Appropriation - Day Care	37,000	-	-
City Appropriation - Senior Citizens	-	-	-
<b>Total Community Services Fund Revenues</b>	<b>1,670,572</b>	<b>1,763,031</b>	<b>1,763,031</b>
<b>School Food Service Fund Expenditures</b>			
Non-Instructional	786,600	859,700	859,700
<b>Total School Food Service Fund Expenditures</b>	<b>786,600</b>	<b>859,700</b>	<b>859,700</b>

**FY 2007-2008 APPROPRIATION OF FUNDS**

	<b>FY2007</b>	<b>FY2008</b>	<b>Ordinance T07-07 FY2008</b>
	<b>Final</b>	<b>Proposed</b>	<b>Adopted</b>
<b>School Food Service Fund Revenues</b>			
Beginning Balance	100,000	125,000	125,000
Federal Subsidy	72,000	100,000	100,000
State Subsidy	7,400	6,500	6,500
Investment Income	5,000	-	-
Cafeteria Sales	559,700	618,700	618,700
Miscellaneous Income	42,500	-	-
School Board Transfer	-	-	-
<b>Total School Food Service Fund Revenues</b>	<b>786,600</b>	<b>859,700</b>	<b>859,700</b>

**Water Fund Expenditures**

Water Division	35,159,592	22,999,101	23,329,101
<b>Total Water Fund Expenditures</b>	<b>35,159,592</b>	<b>22,999,101</b>	<b>23,329,101</b>

**Water Fund Revenues**

Charges For Services	18,489,092	20,504,200	20,504,200
Investment Income	540,000	557,500	557,500
Rental Income	150,000	150,000	150,000
Other Income	15,500	11,000	11,000
Borrowings and Use of Fund Balance	15,965,000	6,080,000	6,410,000
<b>Total Water Fund Revenues</b>	<b>35,159,592</b>	<b>27,302,700</b>	<b>27,632,700</b>

**Sewer Fund Expenditures**

Sewer Division	3,087,456	5,631,898	5,658,898
<b>Total Sewer Fund Expenditures</b>	<b>3,087,456</b>	<b>5,631,898</b>	<b>5,658,898</b>

**Sewer Fund Revenues**

Charges for Services	2,461,362	2,200,000	2,200,000
Investment Income	40,000	125,000	125,000
Borrowings and Use of Fund Balance	950,311	3,928,311	3,955,311
<b>Total Sewer Fund Revenues</b>	<b>3,451,673</b>	<b>6,253,311</b>	<b>6,280,311</b>

<b>CIP PROJECTS -- GENERAL FUND</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>Project Totals</b>
<b>ADMINISTRATIVE SERVICES</b>						
Document Management	100,000	-	-	-	-	100,000
Telephone System Replacement	170,000	-	-	-	-	170,000
<b>Total Administrative Services</b>	<b>170,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270,000</b>
<b>AFFORDABLE HOUSING</b>						
Acquisition and Development	2,000,000	-	-	-	-	2,000,000
<b>Total Affordable Housing</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>
<b>PUBLIC SAFETY</b>						
Fire Station Upgrades	-	-	-	125,000	-	125,000
Ladder Truck	-	-	400,000	-	-	400,000
Ladder Truck- sale proceeds	-	-	350,000	-	-	350,000
Radio Upgrade -- "Smartzone"	-	-	330,000	-	-	330,000
<b>Total Public Safety</b>	<b>-</b>	<b>-</b>	<b>1,080,000</b>	<b>125,000</b>	<b>-</b>	<b>1,205,000</b>
<b>PUBLIC WORKS</b>						
Washington Street Streetscape Design	100,000	-	-	-	-	100,000
Broad Street Improvements/Village Section	300,000	300,000	300,000	300,000	300,000	1,500,000
City Facilities Reinvestment	150,000	150,000	150,000	150,000	150,000	750,000
City Hall Improvements	330,000	8,000,000	-	-	-	8,330,000
Storm Water Facility Improvements	500,000	-	775,000	775,000	775,000	2,825,000
Tripps Run Stream Bank	150,000	-	-	-	-	150,000
Daylighting of Pipe Streams	-	300,000	-	300,000	-	600,000
Pedestrian & Traffic Calming Improvements	200,000	150,000	150,000	150,000	150,000	800,000
City Center-Transportation Improvements	469,000	478,000	418,000	424,000	424,000	2,213,000
City Center-Intermodal Transit Center-FY08 grant 2 yrs	782,000	435,000	451,000	-	-	1,668,000
City Center-Intermodal Transit Center	195,000	109,000	113,000	-	-	417,000
<b>Total Public Works</b>	<b>3,176,000</b>	<b>9,922,000</b>	<b>2,357,000</b>	<b>2,099,000</b>	<b>1,799,000</b>	<b>19,353,000</b>
<b>RECREATION &amp; PARKS</b>						
Athletic Fields -- Rectangular	475,000	-	-	-	-	475,000
Park Master Plan Implementation	160,000	150,000	100,000	-	-	410,000
Park Master Plan Implementation-Hamlett/Rees	175,000	-	-	-	-	175,000
<b>Total Recreation &amp; Parks</b>	<b>810,000</b>	<b>150,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>1,060,000</b>
<b>SCHOOLS</b>						
Future Construction (new/ renovation)	-	-	-	800,000	50,000,000	50,800,000
Construction -- Mount Daniel	-	-	-	-	-	-
Enrollment Study	100,000	-	-	-	-	100,000
Long-term Facility Planning	550,000	-	-	-	-	550,000
Systems Replacement Renewal Modernization	258,000	222,000	-	70,000	405,000	955,000
<b>Total Schools</b>	<b>808,000</b>	<b>322,000</b>	<b>-</b>	<b>870,000</b>	<b>50,405,000</b>	<b>52,405,000</b>
<b>TOTAL CIP -- GENERAL FUND</b>	<b>6,964,000</b>	<b>10,494,000</b>	<b>3,537,000</b>	<b>3,094,000</b>	<b>52,204,000</b>	<b>76,293,000</b>

	FY2008	FY2009	FY2010	FY2011	FY2012	Project Totals
<b>SOURCES -- GENERAL FUND</b>						
Grant/Other Funded	1,550,000	913,000	869,000	424,000	424,000	4,180,000
Total Debt Financed	2,000,000	8,000,000	400,000	800,000	50,000,000	61,200,000
Only if grant/revenue offset	-	225,000	1,200,000	1,000,000	850,000	3,275,000
1% Total Revenues for CIP	-	682,429	706,314	731,035	756,622	2,876,400
Total "Pay as you go" Financed	3,414,000	673,571	361,686	138,965	173,378	4,761,600
<b>Total Sources--General Fund</b>	<b>6,964,000</b>	<b>10,494,000</b>	<b>3,537,000</b>	<b>3,094,000</b>	<b>52,204,000</b>	<b>76,293,000</b>

<b>CIP PROJECTS -- UTILITY FUNDS</b>	FY2008	FY2009	FY2010	FY2011	FY2012	Project Totals
<b>WATER UTILITY</b>						
Telephone System Replacement	80,000	-	-	-	-	80,000
Chesterbrook Pump Station Upgrades	225,000	-	-	-	-	225,000
Kirby Road Water Main	-	-	-	-	700,000	700,000
McLean Pumping Station Improvements	75,000	600,000	-	-	-	675,000
Seven Corners System Improvements	-	385,000	700,000	-	-	1,085,000
Washington Aqueduct Residuals Disposal	1,800,000	400,000	-	-	-	2,200,000
Water Main Replacement (Route 50)	2,900,000	-	-	-	-	2,900,000
Water Main Replacement Program	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Pumping station control center	50,000	100,000	-	-	-	150,000
<b>Total Water Utility</b>	<b>6,130,000</b>	<b>2,485,000</b>	<b>2,700,000</b>	<b>2,000,000</b>	<b>2,700,000</b>	<b>15,865,000</b>

<b>SOURCES -- WATER UTILITY</b>						
Debt Funded	6,050,000	2,485,000	2,700,000	2,000,000	2,700,000	15,935,000
"Pay as you go"	80,000	-	-	-	-	80,000
<b>Total Sources--Water Utility</b>	<b>6,130,000</b>	<b>2,485,000</b>	<b>2,700,000</b>	<b>2,000,000</b>	<b>2,700,000</b>	<b>15,865,000</b>

<b>SEWER UTILITY</b>						
Arlington Wastewater Treatment Plant Upgrades	3,200,000	5,800,000	-	-	-	9,000,000
Fairfax Wastewater Treatment Plant Upgrades Phase I	328,311	328,311	328,311	328,311	328,311	1,641,555
Fairfax Wastewater Treatment Plant Upgrades Phase II	-	-	75,000	75,000	75,000	225,000
Falls Church Sewer Rehabilitation	400,000	400,000	400,000	400,000	400,000	2,000,000
<b>Total Sewer Utility</b>	<b>3,928,311</b>	<b>6,528,311</b>	<b>803,311</b>	<b>803,311</b>	<b>803,311</b>	<b>12,866,555</b>

<b>SOURCES--SEWER UTILITY</b>						
Debt Funded	3,200,000	5,800,000	-	-	-	9,000,000
"Pay as you go"	728,311	728,311	803,311	803,311	803,311	3,866,555
<b>Total Sources--Sewer Utility</b>	<b>3,928,311</b>	<b>6,528,311</b>	<b>803,311</b>	<b>803,311</b>	<b>803,311</b>	<b>12,866,555</b>

**1st Reading: 3-26-07**

**2nd Reading: 4-23-07**

**Adoption: 4-23-07**

## TAX RATES – EFFECTIVE JULY 1, 2007

	RATE	PER
Real Estate	\$1.01	\$100
Personal Property	\$4.71	\$100
Local Sales & Use Tax	1%	total sale
<b>Consumer's Utility Taxes</b>		
Residential telephone	10.00%	first \$50 of bill
Commercial telephone	20.00%	first \$50 of bill
Water & Sewer, residential	10.00%	first \$50 of bill
Water & Sewer, multi unit	8.00%	monthly bill
Water & sewer, commercial	8.00%	monthly bill
Electric, residential	\$0.70 + \$0.007575 not to exceed \$5.00	kWh
Electric, commercial	\$0.92 + \$0.004807	kWh
Natural gas, single unit residential	\$0.70 + \$0.0039	CCF
Natural gas, multi-unit residential	\$1.016 + \$0.01759	CCF
Natural gas, commercial	\$0.676 + \$0.04098	CCF
Natural gas, industrial	\$0.676 + \$0.098	CCF
Cigarette Taxes	\$0.75	pack
Admission & Amusement Tax - Bowling	\$0.05	admission
Transient Occupancy Tax	5.00%	total bill
Restaurant Food Tax	4.00%	total bill
<b>Gross Receipts Business Taxes (minimum fee of \$30 on gross receipts over \$10,000 up to \$50,000)</b>		
Contracting Services	\$0.16	\$100
Retail Sales	\$0.19	\$100
Professional Services	\$0.52	\$100
Repair & Personal Service	\$0.36	\$100
Wholesale	\$0.08	\$100
Rental Owner - Commercial	\$0.52	\$100
Rental Owner - Residential	\$0.38	\$100
Public Utilities	\$0.50	\$100
Specialized Occupations	\$0.36	\$100
Wholesale sales	\$0.08	\$100
Alcoholic Beverages	\$50-\$1,500	year
<b>Other Taxes</b>		
Short Term Rental Tax	1.00%	gross rentals
<b>Vehicle License</b>		
Automobile	\$25.00	vehicle
Motorcycle	\$24.00	vehicle
Vehicles in excess of 6,500 Lbs	\$28-\$44	vehicle
Taxis & limousines	\$24.00	vehicle
Commercial vehicles	\$28-\$44	vehicle

# General Fund Summary



CITY OF **FALLS**  
**CHURCH**



**GENERAL FUND SUMMARY**

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>General Fund Revenues</b>				
Property Taxes	33,248,625	39,357,498	40,175,643	2.08%
Non Assessed Property Taxes	151,385	150,000	160,000	6.67%
General Sales & Use Taxes	4,263,902	4,000,000	4,330,000	8.25%
Selective Sales & Use Taxes	4,476,368	4,255,520	5,110,000	20.08%
Gross Receipts Business Taxes	2,936,648	3,170,000	3,363,400	6.10%
Other Taxes	522,527	557,000	564,500	1.35%
Licenses & Permits	442,556	467,322	791,750	69.42%
Grant Revenue - Federal	1,001,162	1,579,627	1,155,589	-26.84%
Other Categorical Aid	957,717	860,844	822,685	-4.43%
State Non Categorical	3,334,195	2,773,833	2,772,600	-0.04%
State Categorical	342,079	333,710	366,660	9.87%
Payments in Lieu of Taxes	150,000	138,382	150,000	8.40%
General Government	10,232	8,900	25,100	182.02%
Public Safety	603,086	648,040	487,759	-24.73%
Sanitation	48,224	40,000	46,000	15.00%
Health	15	-	100	100.00%
Culture & Recreation	761,702	611,000	793,000	29.79%
Other Charges	1,986,426	1,292,960	1,359,696	5.16%
Fines & Forfeitures	649,377	396,500	446,300	12.56%
Investment Revenues	509,394	390,488	642,061	64.43%
Rental Incomes	42,445	45,000	45,000	0.00%
Contributions - Private Source	27,583	20,200		0.00%
Interfund Operating Transfers	4,733,664	5,841,433	7,131,805	22.09%
Dispositions & Sales	35,216	42,000	26,000	-38.01%
Recovered Costs	26,300	56,000	25,000	-55.36%
Other Financing Sources	2,113,953	-	-	0.00%
	63,374,781	67,036,258	70,790,648	5.60%

**General Fund Expenditures**

Mayor & Council	58,492	45,230	52,733	16.59%
City Clerk	140,159	153,059	169,172	10.53%
Boards & Commissions	1,819	8,000	4,000	-50.00%
City Manager	489,488	519,326	539,273	3.84%
Communications	348,688	337,222	353,271	4.76%
Human Resources	383,408	396,567	477,790	20.48%
City Attorney	277,608	284,945	320,947	12.63%
Commissioner of Revenue	471,198	528,945	548,426	3.68%
Real Estate Assessment	246,622	283,161	294,891	4.14%
City Treasurer	387,583	392,584	391,120	-0.37%
Financial Services	743,049	767,931	797,229	3.82%
Risk Management	162,461	166,844	174,751	4.74%

## GENERAL FUND SUMMARY

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>General Fund Expenditures</b>				
Technology	1,426,402	1,574,927	1,609,763	2.21%
Registrar	285,654	189,109	216,312	14.38%
Judicial Services	87,792	62,424	62,115	-0.50%
Sheriff	532,288	578,017	632,615	9.45%
Courts	15,821	29,616	30,505	3.00%
Aurora House	629,400	633,867	664,168	4.78%
Police Chief	324,441	868,926	467,602	-46.19%
Police - Red Light Program	63,150	-	-	0.00%
Police Operations	1,889,662	2,264,232	2,396,903	5.86%
Police Services	1,247,297	1,218,170	1,408,466	15.62%
Police Dispatch	367,659	376,233	367,484	-2.33%
Fire Services - Arlington	1,481,119	1,606,049	1,485,102	-7.53%
Fire Services - Falls Church	141,669	237,912	243,772	2.46%
Adult Corrections	222,780	342,310	575,155	68.02%
Court Services	286,071	335,596	373,682	11.35%
Juvenile Corrections	252,241	242,571	236,568	-2.47%
Building Inspections	263,608	301,587	445,498	47.72%
Animal Control	71,611	85,542	91,085	6.48%
Emergency Operations	92,775	87,450	57,550	-34.19%
Public Works Administration	426,594	467,543	688,289	47.21%
Highways Streets Sidewalks	1,568,214	1,262,369	1,328,014	5.20%
Storm Water	531,659	506,707	802,460	58.37%
Snow & Ice Removal	89,587	128,577	154,591	20.23%
Traffic Signs & Signals	330,545	338,150	380,000	12.38%
Street & Road Cleaning	57,200	63,063	65,000	3.07%
Solid Waste Collection	452,155	583,368	606,423	3.95%
Recycling Program	257,786	317,812	347,336	9.29%
Leaf Collection	59,586	146,084	133,913	-8.33%
General Services - PWD	640,409	936,667	797,282	-14.88%
Auto/Motor Pool	665,088	602,749	604,152	0.23%
Parks Maintenance	331,242	320,781	376,491	17.37%
Housing & Human Services	787,961	902,697	731,450	-18.97%
Public Assistance Programs	1,487,838	1,622,325	1,616,702	-0.35%
Property Tax Relief Programs	8,434	123,300	123,075	-0.18%
Community Services Board	605,533	621,216	639,852	3.00%
Health Department	132,168	168,400	166,000	-1.43%
Education	64,807	40,000	-	-100.00%
Community College Programs	12,152	12,247	11,790	-3.73%
Recreation	787,284	833,526	891,104	6.91%
Rec Programs & Special Events	492,380	548,703	642,141	17.03%
Athletic Programs	205,040	241,669	251,014	3.87%
Library	1,638,612	1,769,039	1,864,602	5.40%
Planning	644,166	760,478	792,906	4.26%
Urban Forestry	460,315	704,252	716,496	1.74%
Zoning	219,574	229,662	239,152	4.13%

## GENERAL FUND SUMMARY

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>General Fund Expenditures</b>				
Economic Development	369,331	481,029	404,718	-15.86%
WMATA	106,841	692,000	692,000	0.00%
Debt Service	5,056,656	5,237,573	5,176,642	-1.16%
Post Retirement Benefits	300,016	265,199	1,528,805	476.48%
Transfers	28,633,568	30,619,094	32,490,300	6.11%
Reserves	200,000	405,000	40,000	-90.12%
	61,014,756	66,869,631	70,790,648	5.86%



# General Fund Revenues



CITY OF **FALLS**  
**CHURCH**



## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>General Fund Revenues</b>				
<b>Real Property Taxes</b>				
RE - Current	29,713,050	35,876,572	36,475,143	1.67%
RE - Delinquent	89,145	0	100,000	-
RE - Accelerated Collection	0	0	0	-
PSC RE - Current	0	334,287	302,500	-9.51%
PSC RE - Delinquent	0	0	0	-
PSC PP - Current	0	6,016	0	-100.00%
PSC PP - Delinquent	0	0	0	-
PP Taxes - Current	3,347,212	3,039,123	3,200,000	5.29%
PP Taxes - Delinquent	(125,697)	0	0	-
Machinery & Tools - Current	0	0	0	-
Penalties All Taxes	147,831	80,000	75,000	-6.25%
Interest All Taxes	84,555	30,000	30,000	0.00%
Admin Fee - Summons	100	1,500	500	-66.67%
Assessment Interest	(7,571)	(10,000)	(7,500)	-25.00%
	33,248,625	39,357,498	40,175,643	2.08%
<b>Non Assessed Property Taxes</b>				
Bank Stock Taxes	151,384	150,000	160,000	6.67%
	151,384	150,000	160,000	6.67%
<b>General Sales &amp; Use Taxes</b>				
Local Sales & Use Tax	4,263,902	4,000,000	4,330,000	8.25%
	4,263,902	4,000,000	4,330,000	8.25%
<b>Selective Sales &amp; Use Taxes</b>				
Utility Taxes - Water	262,605	1,664,000	1,650,000	-0.84%
Utility Taxes - Electric	698,927	0	0	-
Utility Taxes - GAS	114,739	0	0	-
Utility Taxes - Landline Telep	519,566	0	0	-
Cigarette Taxes	519,659	500,000	605,000	21.00%
Admission & Amusement Tax	19,532	19,000	0	-100.00%
Transient Occupancy Tax	248,850	180,000	225,000	25.00%
Restaurant Food Tx	1,765,026	1,617,720	1,700,000	5.09%
Cable TV Franchise Fee	222,417	124,800	0	-100.00%
telecommunications tax	105,047	150,000	930,000	520.00%
	4,476,368	4,255,520	5,110,000	20.08%

## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Gross Receipts Business Taxes</b>				
BT - Contracting Services	261,433	300,000	320,000	6.67%
BT - Retail Sales	708,800	900,000	900,000	0.00%
BT - Professional Services	801,154	600,000	605,000	0.83%
BT - Repair & Personal Service	622,524	720,000	740,000	2.78%
BT - Wholesale	0	50,000	50,000	0.00%
BT - Alcoholic Beverages	9,424	18,000	18,000	0.00%
BT - Rental - Owner	0	0	0	-
BT - Rental Owner - Commercial	176,079	220,000	220,000	0.00%
BT - Rental Owner - Residence	67,897	70,000	77,500	10.71%
BT - Public Utilities	36,397	70,000	205,000	192.86%
BT - Specialized Occupations	174,327	200,000	200,000	0.00%
BT - Other	47,094	5,000	5,000	0.00%
BT - Prior Year Adjustments	9,232	5,000	11,900	138.00%
Penalties - Bus License Tax	11,693	10,000	6,000	-40.00%
Interest - Bus License Tax	10,594	2,000	5,000	150.00%
	2,936,648	3,170,000	3,363,400	6.10%
<b>Other Taxes</b>				
Vehicle Rental Tax	83,355	65,000	48,000	-26.15%
Short Term Rental Tax	18,722	11,000	4,500	-59.09%
Vehicle License	202,229	201,000	210,000	4.48%
Recordation Taxes	213,868	280,000	300,000	7.14%
Probate Taxes	4,353	0	2,000	-
	522,527	557,000	564,500	1.35%

## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Licenses &amp; Permits</b>				
Animal Licenses	1,806	3,054	2,100	-31.24%
Bicycle Permits	1	5	0	-100.00%
Land Use Application Fees	8,438	18,067	5,800	-67.90%
Transfer Fees	0	0	0	-
Zoning & Sub-Division Permits	3,150	8,270	9,000	8.83%
Building & Inspection Fees	225,270	152,676	425,000	178.37%
Electrical Inspection Fees	18,561	25,446	150,000	489.48%
Fire Plan Review Fees	638	12,723	0	-100.00%
Plumbing Inspection Fees	13,861	19,085	15,000	-21.40%
Mechanical Permits	11,865	15,268	35,000	129.24%
Grading Plan Review Fee	14,150	10,178	9,000	-11.57%
Sign Permits & Inspection Fees	798	2,545	250	-90.18%
Highway & Driveway Permits	2,980	2,545	5,000	96.46%
Public Right of Way Use Fee	127,436	159,038	125,000	-21.40%
Occupancy Permits	2,740	19,085	400	-97.90%
Environmental Inspections	0	0	0	-
Hacker's License Permits	1,423	1,527	1,500	-1.77%
Contractor's License	2,151	3,181	2,000	-37.13%
Precious Metals Permits	600	1,272	1,200	-5.66%
Investigation Fee - Solicitors	1,430	2,545	1,500	-41.06%
Erosion Permit Fee	4,660	5,089	4,000	-21.40%
Tree Preservation Inspect Fee	600	5,724	0	-100.00%
	442,558	467,323	791,750	69.42%

## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Grant Revenue - Federal</b>				
Miscellaneous	24,495	0	4,000	-
2004 State Homeland Security P	38,597	0	0	-
Miscellaneous - DOJ BPV Progra	0	0	0	-
Miscellaneous	0	0	0	-
Secure Our Schools Grant	0	27,589	27,589	0.00%
2005 State Homeland Security P	0	29,038	0	-100.00%
2006 State Homeland Security P	0	40,000	0	-100.00%
Federal Direct City Grant	0	500,000	0	-100.00%
Miscellaneous	4,000	0	0	-
Girl's Home Reimbursement USDA	4,164	0	4,000	-
COPS Grant	0	0	0	-
Grant Revenue - Gang Task Forc	52,127	70,000	150,000	114.29%
FEMA Reimbursement	0	0	0	-
Grant Revenue - RSTP	0	0	0	-
CMAQ grant/RSTP grant	0	0	200,000	-
Grant Revenue - CDBG	170,665	100,000	100,000	0.00%
Grant Revenue - HOME	40,420	50,000	0	-100.00%
HUD Subsidy	666,694	671,000	670,000	-0.15%
Grant Revenue - Federal -LLEBG	0	92,000	0	-100.00%
	1,001,162	1,579,627	1,155,589	-26.84%

### Other Categorical Aid

Miscellaneous	15,480	0	0	-
Grant Revenues	85,120	0	0	-
Grant Revenues - VDOT Traffic	0	0	0	-
Emergency Services Grant	0	0	0	-
Girl's Home Reimbursement JS	0	0	0	-
Juvenile Domestic Relations	44,887	41,877	44,000	5.07%
VJCCA Block Grant	168,650	168,650	168,650	0.00%
Library	174,925	174,994	180,935	3.39%
Title IV Revenue	0	53,588	0	-100.00%
Police Department (599 Funds)	403,404	380,413	380,000	-0.11%
Grant Revenue - EMS	14,737	16,968	14,500	-14.55%
Grant Revenue - Fire Safety	43,946	19,754	25,000	26.56%
Grant - Chesapeake Bay	0	0	5,000	-
Grant Revenue - Traffic Safety	0	0	0	-
Grant Revenue - Litter Control	6,568	4,600	4,600	0.00%
Grant Revenue - Sheriff Safety	0	0	0	-
Grant Revenue - Voting Machine	0	0	0	-
Grant Revenue - NOVA Detention	0	0	0	-
Grant Revenue - Library	0	0	0	-
	957,717	860,844	822,685	-4.43%

**GENERAL FUND REVENUES**

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>State Non Categorical</b>				
ABC Profits	6,083	6,100	6,100	0.00%
Wine Taxes	6,377	6,400	6,400	0.00%
Motor Vehicle Carrier's Tax	148	456	100	-78.07%
PPTRA Reimbursement	2,550,682	2,020,877	2,020,000	-0.04%
VDOT Highway Funds	770,904	740,000	740,000	0.00%
	3,334,194	2,773,833	2,772,600	-0.04%
<b>State Categorical</b>				
Sheriff	130,404	127,385	139,000	9.12%
Commissioner of Revenue	88,398	79,163	89,400	12.93%
Treasurer	72,011	76,288	86,600	13.52%
Medical Examiner	30	0	160	-
Registrar Electoral Board	51,236	50,874	51,500	1.23%
	342,079	333,710	366,660	9.87%
<b>Payments in Lieu of Taxes</b>				
Payments in Lieu of Taxes	150,000	138,382	150,000	8.40%
	150,000	138,382	150,000	8.40%
<b>General Government</b>				
Trial Costs	0	0	0	-
DMV Select Fees	2,075	0	18,000	-
Sheriff Fees	(459)	600	600	0.00%
Courthouse Maintenance	0	0	0	-
Commonwealth's Attorney Fees	0	0	0	-
Sale of Maps, Surveys etc	500	300	500	66.67%
Bingo Audit Fees	0	0	0	-
Copying Charges	8,117	8,000	6,000	-25.00%
	10,233	8,900	25,100	182.02%
<b>Public Safety</b>				
Miscellaneous Charges	0	0	0	-
Alexandria Reimb Girls Home	0	0	0	-
Arlington Reimb Girls Home	372,894	372,000	442,259	18.89%
Girls Home Charges	19,780	5,040	20,000	296.83%
False Alarm Fees	7,200	3,500	3,500	0.00%
Extended 911 Surcharges	180,327	215,000	0	-100.00%
EMS Fees	22,885	40,000	22,000	-45.00%
Courthouse Security Fee	0	12,000	0	-100.00%
Jail Fee	0	500	0	-100.00%
	603,086	648,040	487,759	-24.73%

## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Public Works - Operations</b>				
Repair Reimbursement - PWD	0	0	0	-
	0	0	0	-
<b>Sanitation</b>				
Environmental Management	16,844	10,000	16,000	60.00%
Special Refuse Pickup	31,380	30,000	30,000	0.00%
Recycling Program Charge	0	0	0	-
	48,224	40,000	46,000	15.00%
<b>Health</b>				
Credit Report Fees	15	0	100	-
Nurse Services - Schools	0	0	0	-
	15	0	100	-
<b>Culture &amp; Recreation</b>				
Recreation Program Fees	750,052	600,000	782,000	30.33%
Library Use Fees	11,649	11,000	11,000	0.00%
	761,701	611,000	793,000	29.79%
<b>Other Charges</b>				
Miscellaneous Charges	0	0	0	-
Admin Fees - CDBG	0	0	0	-
Admin Fees - Pension	20,000	20,000	20,000	0.00%
Admin Fees - Water Fund	1,558,096	870,000	870,000	0.00%
Admin Fees - Sewer Fund	196,462	277,000	277,000	0.00%
Admin fees - EDA bonds	0	0	0	-
Motor Pool Fees - Water Fund	118,460	118,460	102,222	-13.71%
Motor Pool Fees - Sewer Fund	7,500	7,500	10,474	39.65%
Motor Pool Fees - School Fund	85,908	0	80,000	-
	1,986,426	1,292,960	1,359,696	5.16%
<b>Fines &amp; Forfeitures</b>				
Court Fines & Forfeitures	312,129	300,000	340,800	13.60%
Parking Fines	52,908	55,000	50,000	-9.09%
Red Light Violations	238,155	0	0	-
Code Violations - DES	600	500	500	0.00%
FC Electoral Board Fines	350	0	0	-
Urban Forestry Violations	0	0	10,000	-
Library Fines	45,235	41,000	45,000	9.76%
	649,377	396,500	446,300	12.56%

**GENERAL FUND REVENUES**

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Investment Revenues</b>				
Interest on Bank Deposits	277,118	130,578	546,630	318.62%
Interest on Investments	232,276	259,910	95,431	-63.28%
	509,394	390,488	642,061	64.43%
<b>Rental Incomes</b>				
Rental - General Property	42,445	45,000	45,000	0.00%
Rental - Vehicles & Equipment	0	0	0	-
	42,445	45,000	45,000	0.00%
<b>Contributions - Private Source</b>				
Developers Contributions	0	0	0	-
Gifts & Donations - General	0	1,000	0	-100.00%
Gifs & Donations-Aurora House	0	0	0	-
Gifts & Donations - Sheriff	0	100	0	-100.00%
Gifts & Donations - Police	0	100	0	-100.00%
Gifts & Donations - Recycling	2,250	0	0	-
Gifts & Donations - Landscape	0	4,000	0	-100.00%
Gifts & Donations - HHS	0	0	0	-
Gifts & Donations - Recreation	2,900	3,000	0	-100.00%
Gifts & Donations - Historical	0	0	0	-
Gifts & Donations - Library	22,433	12,000	0	-100.00%
Gifts & Donations - Pub Works	0	0	0	-
	27,583	20,200	0	-100.00%
<b>Interfund Operating Transfers</b>				
Transfer from General Fund EDA	0	0	0	-
Transfer from Water Fund	4,625,874	2,453,000	2,374,000	-3.22%
Transfer from School Op Fund	107,790	107,693	107,000	-0.64%
Use of Fund Balance	0	3,280,740	4,650,805	41.76%
	4,733,664	5,841,433	7,131,805	22.09%
<b>Dispositions &amp; Sales</b>				
Sale - Supplies	0	0	0	-
Sale - Surplus	0	1,000	0	-100.00%
Sale - Real Estate	0	0	0	-
Insurance Adjustments	0	15,000	0	-100.00%
Sale - Recyclable Materials	47,818	26,000	26,000	0.00%
Miscellaneous	(12,603)	0	0	-
	35,216	42,000	26,000	-38.01%

## GENERAL FUND REVENUES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Recovered Costs</b>				
Recovered Costs - Misc	1,300	0	0	-
Recover Costs - Fairfax Sewer	0	31,000	0	-100.00%
Recovered Costs - NVCJA	25,000	25,000	25,000	0.00%
	26,300	56,000	25,000	-55.36%
<b>Other Financing Sources</b>				
Proceeds from Capital Leases	72,950	0	0	-
Proceeds from Bond Sale	1,935,000	0	0	-
Proceeds from Refunding Bonds	0	0	0	-
Gain on VA Refinancing of Bond	35,812	0	0	-
Premiums from bond sale	70,192	0	0	-
Proceeds from Issuance of N/P	0	0	0	-
	2,113,953	0	0	-
	63,374,781	67,036,258	70,790,648	5.60%

**Fiscal Year 2008 Position Summary**

General Fund Description	2006	2007	2008 Adopted
City Clerk	2.00	2.00	2.00
City Manager	4.00	4.00	4.00
Communications	3.00	3.00	3.00
Human Resources	2.25	2.25	2.25
City Attorney	2.25	2.25	2.25
Commissioner of Revenue	7.00	7.00	7.00
Real Estate Assessment	3.00	3.00	3.00
City Treasurer	4.00	4.00	4.00
Financial Services	7.00	7.00	7.00
Risk Management	0.75	0.75	0.75
Technology	1.00	1.00	1.00
Registrar	1.50	1.50	1.50
Judicial Services	-	-	-
Sheriff	5.90	6.90	6.90
Court Services	2.50	2.75	2.75
Aurora House	9.10	8.85	8.85
Police Chief	2.00	2.00	2.00
Police Operations	23.00	20.00	21.00
Police Services	18.00	18.00	18.00
Police Dispatch	6.00	6.00	6.00
Building Inspections	2.50	3.00	4.00
Animal Control	1.00	1.00	1.00
Emergency Operations	-	-	-
Public Works Administration	2.03	4.40	5.40
Highways Streets Sidewalks	12.00	12.30	12.30
Storm Water	0.93	1.50	1.50
Snow & Ice Removal	-	-	-
Traffic Signs & Signals	-	-	-
Street & Road Cleaning	-	-	-
Solid Waste Collection	7.00	7.00	7.00
Recycling Program	1.00	1.00	1.00
Leaf Collection	-	-	-
General Services - PWD	2.00	1.00	1.00
Auto/Motor Pool	4.00	4.00	4.00
Parks Maintenance	2.36	2.36	3.36
Housing & Human Services	8.00	9.00	7.00
Public Assistance Programs	-	-	-
Property Tax Relief Programs	-	-	-
Recreation	10.27	11.12	12.12
Rec Programs & Special Events	5.83	5.83	5.83
Athletic Programs	2.00	2.00	2.00
Library	24.24	22.24	22.24
Planning	5.75	5.75	5.75
Urban Forestry	4.00	4.00	4.00
Zoning	3.00	3.00	3.00
Economic Development	3.00	3.00	3.00
	205.15	205.74	208.74



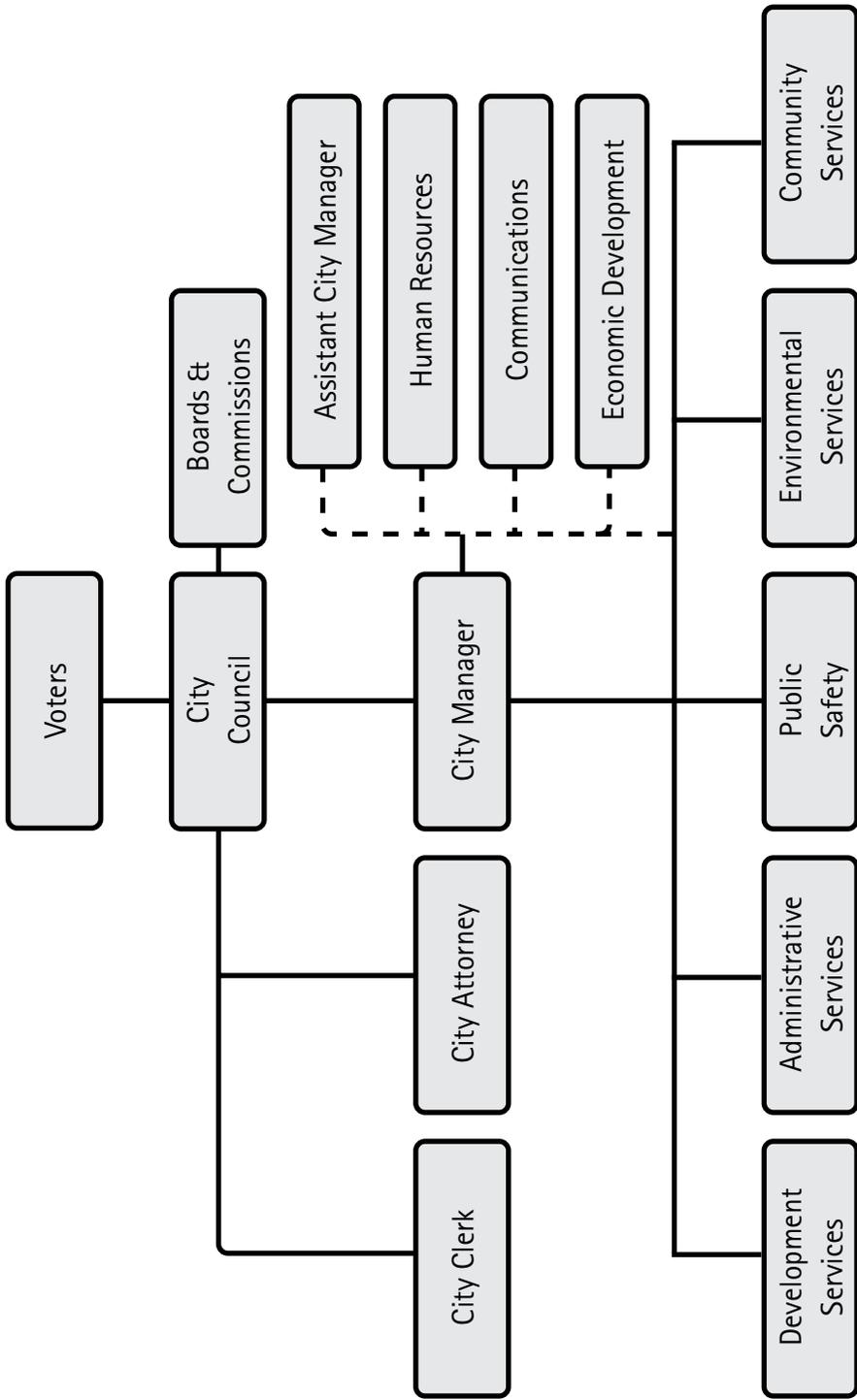
# Legislative Expenditures



CITY OF **FALLS**  
**CHURCH**



# LEGISLATIVE



### Mayor and City Council FY 2007–2008

Mayor Robin S. Gardner

Vice Mayor M.R. Lindy Hockenberry

Council Member David Chavern

Council Member Harold Lippman

Council Member Daniel Maller

Council Member David Snyder

Council Member Daniel X. Sze



The City of Falls Church is governed by a seven-member City Council that elects its Mayor and Vice Mayor. The City Council establishes City policies, reviews and approves the City's annual operating and capital budgets, adopts ordinances, appropriates funds, approves rezoning and special exceptions to the zoning ordinance, and carries out other responsibilities set forth in the City Charter and by the State Code. The City Council also appoints members of all boards and commissions and meets in regular session the second and fourth Monday of the month, and in work session on alternating Mondays.

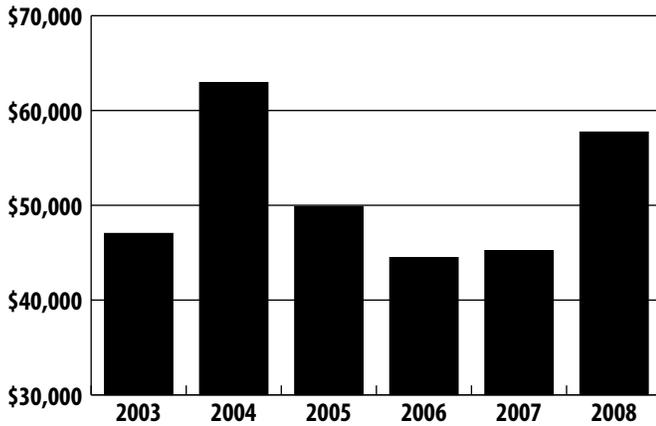
#### Activities:

- Attend 22 regular meetings held annually.
- Attend 22 work sessions held annually, in addition to special work sessions.
- Recognize citywide volunteers and employees annually.
- Travel to Richmond to lobby for legislation during the Virginia annual legislative sessions.
- Membership and participation in the Metropolitan Washington Council of Governments (COG) through service on various COG committees.
- Membership and participation in the Northern Virginia Regional Partnership, Inc., Workforce Investment Board.
- Membership and participation in the Northern Virginia Regional Commission.
- Membership and participation in the Transportation Coordinating Council.
- Membership and participation in the Virginia Municipal League (VML), including attendance at both the VML Conference and Legislative Day.
- Serve as liaisons to boards and commissions (attend meetings and work with groups): CACT, HARB, FC Cable Access Corporation Board, EDA, Girls' Home Advisory Board, Historical Commission, Housing Commission, HSAC, Library Board of Trustees, Recreation & Parks Advisory Board, Environmental Services Commission, Senior Citizens Commission, Towing Board, and Tree Commission.
- Conduct an annual one-day Council retreat to plan Council objectives for the upcoming year.

Aside from the regular Council Meetings, Work Sessions, and board and commission meetings the Mayor and Council Members attend in connection with City business, it is also necessary for the Council to meet (individually or collectively) with constituent groups about various issues important to the City. In the evenings and on the weekends while at home, they must also respond to phone calls and mail from citizens. Council Members also work one-on-one with other jurisdictions for the betterment of the City on various issues.

The Mayor and Council Members are also invited to attend multiple civic and community events, including but not limited to: Cub Scouts Derby Day, Boy Scouts Annual Bike Ride; presentation of Eagle Scout badges; monthly Greater Falls Church Chamber of Commerce luncheons and annual Gala; Memorial Day Parade and Festival, Fall Festival, annual Falls Church Education Foundation fund raising event; the Hunger Tour hosted by the Capital Area Food Bank; monthly FIRSTfriday events; openings of new businesses in the city; Town Hall meetings with state and federal legislators; League of Women Voters events; regional Transportation meetings; events hosted by the Vietnamese community at the Eden Center; and events hosted by the Falls Church Housing Corporation.

Mayor and City Council – Budget Trend: FY 2003–2008



2003	2004	2005	2006	2007	2008
47,034	62,955	49,873	44,488	45,230	57,733
	33.85%	-19.65%	-12.05%	1.67%	16.59%

**Notes:**

- The increase between FY 2003 and FY 2004 was primarily due to \$15,000 for the Greater Falls Church Business Directory.
- The increase between 2007 and 2008 was primarily due to increased costs related to the Northern Virginia Regional Commission.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>City Council</b>				
Salaries - Mayor & Council	17,400	18,000	18,000	0.00%
FICA Benefits	1,331	1,377	1,377	0.00%
Workers' Compensation Benefits	21	14	22	52.97%
Professional Services	0	0	0	0.00%
Printing & Binding	0	200	200	0.00%
Central Copying Services	0	0	0	0.00%
Postal Services	0	0	0	0.00%
Telecommunication Services	0	0	0	0.00%
Travel - Mileage	102	0	200	100.00%
Travel Conferences/Education	1,441	1,500	1,500	0.00%
Council of Governments	6,472	6,810	7,101	4.27%
No VA Planning Commission	10,767	5,441	12,000	120.55%
NoVA Transportation Commission	3,197	2,602	3,533	35.78%
Dues & Association Memberships	5,979	5,631	5,800	3.00%
City Employee Picnic	0	0	0	0.00%
Special Activities	11,670	3,500	3,000	-14.29%
Office Supplies	27	0	0	0.00%
Food & Food Service Supplies	84	155	0	-100.00%
Other Operating Supplies	0	0	0	0.00%
Expenditure Recovery Water Fnd	0	0	0	0.00%
Expenditure Recovery Sewer Fnd	0	0	0	0.00%
	58,492	45,230	52,733	16.59%

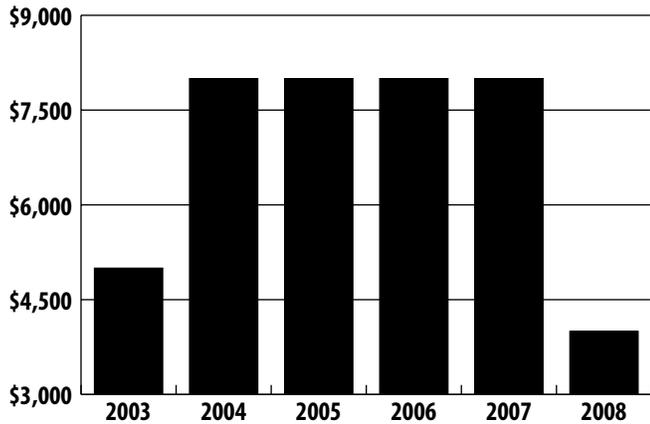
### Boards And Commissions FY 2007–2008

The City of Falls Church is an active community where nearly 200 citizens have volunteered their time to be appointed by the City Council to serve on City and regional ad hoc committees, boards and commissions. These residents help make Falls Church City a better place to live, work and do business, and play an immeasurably valuable role in the development and oversight of City planning and policy.

Annually, the following boards and commissions receive funding from the City Council for their activities:

- **Historical Commission** – is composed of 10 members appointed by the City Council for three-year terms. The Commission identifies, collects, preserves, and displays the evidence and records of the City's history, and recommends measures for preserving City publications, displays, and other materials of historic interest. The Commission also participates in historical activities in the City such as the Colonial Church and Tavern Day.
- **Housing Commission** – is composed of five members appointed by the City Council for three-year terms. The Commission advises the City Council concerning housing initiatives, investigates fair housing complaints, and studies housing practices and the availability of affordable housing. The Housing Commission reviews grant proposals from community organizations for the distribution of housing and community development funds, review development proposals, and comments on the City's housing policies.
- **Human Services Advisory Council (HSAC)** – is composed of five members appointed by the City Council for three-year terms. HSAC advises the City Council and monitors and evaluates housing and human service programs provided through the City, and comments on needs and gaps in services. HSAC annually accepts applications from non-profit community based organizations seeking operating support from the City to provide a wide range of housing and human service activities and programs to benefit City residents, such as legal services, development of small business enterprises, shelter for the homeless, and reading programs for the visually impaired. The Council also assumed the duties of the Commission for Women and makes recommendations on City policies, programs and legislation concerning state and federal legislation of particular importance to women, as well as sponsors and selects the recipient of the Mattie Gundry Award.
- **Senior Citizens Commission** – is composed of seven members appointed by the City Council for three-year terms. The Commission advises the City Council on the special concerns of senior citizens and on policies, programs, and legislation designed to meet those concerns. The Commission also plans and implements an annual Older Americans Month event each May.

Boards And Commissions – Budget Trend: FY 2003–2008



2003	2004	2005	2006	2007	2008
5,000	8,000	8,000	8,000	8,000	4,000
	60.00%	0.00%	0.00%	0.00%	-50.00%

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Boards &amp; Commissions</b>				
Salaries - Temporary	1,053	-	-	0.00%
FICA Benefits	80	-	-	0.00%
Health Medical Benefits	21	-	-	0.00%
Workers' Compensation Benefits	1	-	-	0.00%
Deferred Compensation Payment	3	-	-	0.00%
Postal Services	-	-	-	0.00%
Historic Commission	-	4,000	1,000	-75.00%
Housing Commission	150	1,000	1,000	0.00%
Human Services Adv Commission	-	1,000	1,000	0.00%
Senior Commission	511	1,000	1,000	0.00%
Tricentennial Commission	-	-	-	0.00%
Women's Commission	-	-	-	0.00%
Other Operating Supplies	-	1,000	-	-100.00%
	1,819	8,000	4,000	-50.00%

## LEGISLATIVE EXPENDITURES

### City Attorney FY 2007–2008

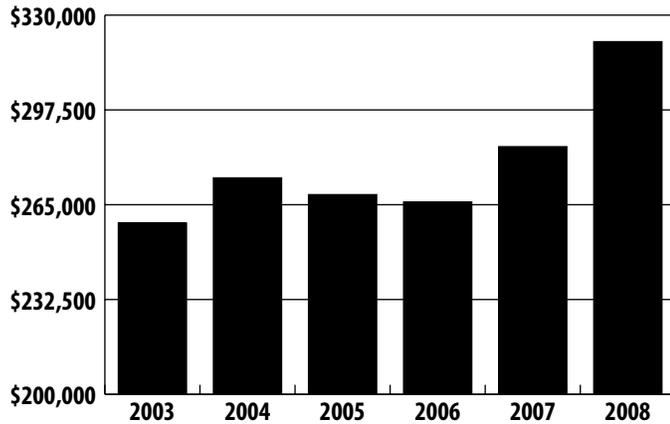
The mission of the City Attorney's Office is to provide legal counsel and advice to the City Council, School Board, City Departments, Boards and Commissions, and represent the City in litigation before state and federal courts, as well as before various administrative agencies. In addition, the City Attorney drafts and reviews amendments to ordinances and other legislation, and serves as the prosecuting attorney in General District and Juvenile and Domestic Relations Courts. The City Attorney also represents the City on the Council of Governments committee of regional local government attorneys.

The office of City Attorney provides effective, competent legal service to the City government and schools. In addition to meeting litigation demands, legal assistance is also routinely provided for legal consultation with city officials regarding a wide range of topics such as zoning; Freedom of Information Act compliance; building code enforcement; employment disputes including grievances and mediation; and economic development issues; and special education matters.

The demand for legal services is expected to increase in the next fiscal year. Due to the recent increase in litigation, the City Attorney, together with other legal counsel, will be representing the City before both state and federal courts in addition to meeting the regular duties of the office.

**Employees:**      1.0 - Attorney  
                         1.0 - Paralegal  
                         0.25 - Assistant Prosecutor

City Attorney Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
258,724	274,250	268,501	265,924	284,945	320,947
	6.00%	-2.67%	-0.38%	7.15%	12.63%

**Note:**

- The reductions in the FY 2005 and FY 2006 budgets were due to reductions in contracted services.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>City Attorney</b>				
Salaries - Regular	212,879	219,911	244,668	11.26%
Salaries - Overtime	700	-	-	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	13,293	13,708	14,670	7.02%
City Retirement Benefits	2,733	3,925	10,083	156.94%
Health Medical Benefits	10,697	12,693	11,713	-7.72%
Group Life Benefits	1,843	1,582	2,315	46.31%
Disability Insurance	1,345	1,154	1,622	40.61%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	266	174	306	76.44%
Section 125 Administration	-	429	-	-100.00%
Deferred Compensation Payment	15,582	15,520	15,520	0.00%
Professional Services	2,185	-	5,000	100.00%
Temporary Help Service Fees	-	-	-	0.00%
Maintenance Service Contracts	-	1,800	1,000	-44.44%
Printing & Binding	83	200	200	0.00%
Central Copying Services	50	-	200	100.00%
Postal Services	190	400	400	0.00%
Telecommunication Services	-	1,000	800	-20.00%
Lease/Rental of Equipment	-	750	600	-20.00%
Travel - Mileage	289	500	650	30.00%
Travel Conferences/Education	2,357	2,000	2,000	0.00%
Dues & Association Memberships	570	1,200	1,200	0.00%
Office Supplies	6,432	1,200	1,200	0.00%
Books & Subscriptions	6,113	6,000	6,000	0.00%
Computer Software	-	800	800	0.00%
	277,608	284,945	320,947	12.63%

### City Clerk FY 2007–2008

To meet the Council's Vision of providing world class government and public outreach, the objective of the City Clerk's Office is to make local government more accessible to the public; to provide citizens with meaningful, relevant, and convenient ways to participate in local government; to provide a human link between the City Council and individual citizens; and to maintain the history of the City's governing body.

Annually, this office provides administrative support to the City Council by attending 22 regular City Council meetings and preparing the official minutes of each meeting. Prior to each City Council meeting, the City Clerk's Office manages and coordinates the organization and collection of materials for the upcoming meeting and distributes such packages to Council and key staff.

The City Clerk's Office supports the City Council Appointments Committee by advertising Board and Commission vacancies each month, collecting applications, and facilitating interviews to fill vacant positions. The City Clerk or Deputy swears in newly appointed Board and Commission members and also serves as staff liaison for the Historical Commission. The City Clerk's Office organizes and facilitates an annual Board and Commission discussion of issues for Council consideration. The Clerk's Office has a visible presence at the Memorial Day Parade and Fall Festival to encourage citizen participation in Boards and Commissions and to provide information in that regard.

This office updates the City Code by coordinating delivery of new ordinances passed by the City Council to the Municipal Code Corporation for quarterly updates of the Code on the Web. The City Clerk also facilitates the publication of an annual Code Supplement and distributes Supplements to appropriate City departments. This year the City Clerk's Office has overseen recodification of the City Code in conjunction with the City Attorney.

The City Clerk's Office actively reaches out to the citizenry to assure that the community is engaged in decisions affecting the City's well-being and sustainability. Citizens receive accurate and timely information and have every opportunity to be heard and participate in the deliberative process through regular notifications of upcoming meetings, copies of documents supporting proposed legislation, and follow-up reports on Council actions via the internet. The City Clerk's Office drafts, tracks, and distributes to City Council, City staff, board and commission members, and citizens staff reports and related documents for approximately 75 new pieces of legislation each year via an e-mail distribution list. The office also notifies the community of City Council activities by preparing and posting approximately 90 notices of public meetings. Notices concerning legislation are regularly prepared and distributed to the local publication of record -- in accordance with state law -- and copies are maintained by the Clerk's Office. Additionally, information is made available on the City's Web site.

The City Clerk's Office receives, opens, copies, and distributes approximately 1,500 pieces of mail to the Mayor and City Council annually, and maintains the official calendar for all of the Mayor and Council's upcoming events. In addition, the City Clerk swears in approximately 65 newly appointed members of Boards and Commissions and newly elected City Council members.

**Employees:** 1.0 - City Clerk  
1.0 - Deputy City Clerk

#### **Objectives:**

- Maintain the City Council's Web page so that the current data, information, and minutes are timely and accurate.
- Have all minutes, ordinances, and resolutions converted from the AS400 system to Word to allow for electronic storage and dissemination of such information.
- Boards and Commissions
  - Prepare a standard form of By-Laws (with the review of the City Attorney) for all boards and commissions and have new By-Laws written for each to conform to form, which will include a statement defining the role of each particular board and commission relative to the City government.
- Real Estate Files
  - Reorganize and file all real estate transactions within the City by street address, tax map number, and colloquial name with the same data included in a database available on the public drive for access by all City employees.

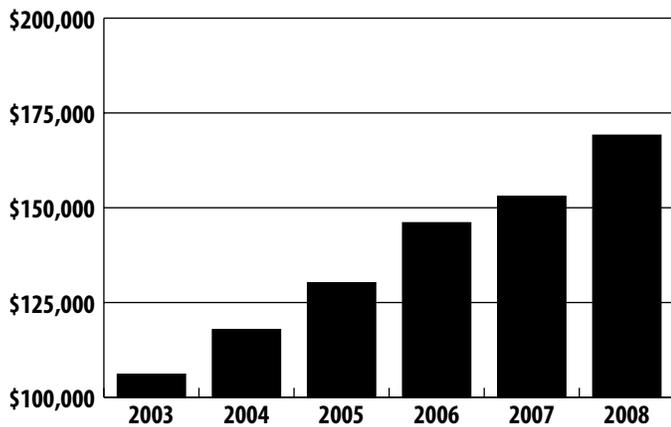
**Future Objectives and Goals:**

- Establish system of Citywide scanning so that all documents are accessible throughout City Hall through the computer network and for archiving purposes. This is currently in the planning stages for the FY 2008 CIP and will be an all inclusive program for the entire City Hall.
- Move from cassette tapes to digital or CDRom method of recording and storing City Council Minutes and video-streaming City Council meetings on the City's Web site.

**New Initiatives:**

- The position of Assistant to the City Clerk will be abolished and replaced by a Deputy Clerk. The Deputy Clerk will act as City Clerk in her absence and have the authority to use the City Seal and swear in new police officers, board and commission members, and newly elected City Council Members. The additional cost of this position is approximately \$1,789.00 salary + \$500.00 fringe.
- The City Clerk's Office will have a visible presence at the Memorial Day Parade and Fall Festival to encourage citizen participation in boards and commissions and provide information in that regard. Cost: Overtime pay for Deputy Clerk.

**City Clerk Budget Trend - FY 2003-2008**



2003	2004	2005	2006	2007	2008
106,131	117,893	130,266	146,083	153,059	169,172
	11.08%	16.18%	6.65%	4.78%	10.53

**Notes:**

- Increases between FY 2006 and FY 2007 were due to the cost of increased salaries and benefits, an increase in funding for education and training, and the purchase and installation of mailboxes for the City Council Members.
- FY 2007 budget included \$25,000 to fund the re-codification of the City Code.

## LEGISLATIVE EXPENDITURES

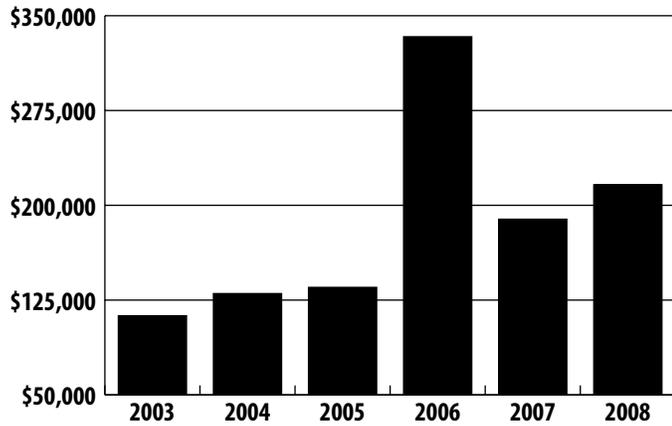
ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>City Clerk</b>				
Salaries - Regular	110,045	114,493	125,081	9.25%
Salaries - Overtime	-	-	200	100.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	8,412	8,799	9,584	8.93%
City Retirement Benefits	1,579	2,290	5,754	151.27%
Health Medical Benefits	3,844	4,770	4,123	-13.56%
Group Life Benefits	1,069	929	1,321	42.17%
Disability Insurance	779	678	926	36.63%
Workers' Compensation Benefits	144	81	163	101.25%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	738	520	5,520	961.54%
Professional Services	-	500	-	-100.00%
Temporary Help Service Fees	-	500	200	-60.00%
Maintenance Service Contracts	579	500	250	-50.00%
Printing & Binding	2,518	6,800	3,000	-55.88%
Advertising	1,373	2,500	2,500	0.00%
Central Copying Services	-	-	600	100.00%
Postal Services	215	400	350	-12.50%
Telecommunication Services	849	400	1,000	150.00%
Lease/Rental of Equipment	-	-	-	0.00%
Travel - Mileage	135	-	300	100.00%
Travel Conferences/Education	4,078	5,000	5,500	10.00%
Dues & Association Memberships	346	300	300	0.00%
Office Supplies	3,459	3,600	2,500	-30.56%
	140,159	153,059	169,172	10.53%

### Voter Registration and Electoral Board FY 2007-2008

The mission of the Registrar and Electoral Board is to encourage citizen electoral participation by promoting voter education, by minimizing electoral difficulties, and by ensuring the integrity of the electoral process.

**Employees:** 1.0 - Registrar  
0.5 - Assistant Registrar

### Voter Registration and Electoral Board Budget Trend - FY 2003-2008



	2003	2004	2005	2006	2007	2008
	112,739	130,266	135,178	333,491	189,109	216,312
		15.55%	3.50%	147.35%	-43.29%	14.38%
<b>Note:</b>	<ul style="list-style-type: none"> <li>Virginia mandated the purchase of new voting machines, with partial state funding, in FY 2006. A residual cost for maintenance carried forward to FY 2007 and future years.</li> </ul>					

## LEGISLATIVE EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Registrar</b>				
Salaries - Regular	73,448	73,139	97,573	12.90%
Salaries - Overtime	2,956	-	-	0.00%
Salaries - Temporary	5,496	10,000	4,537	165.00%
Salaries - Electoral Officers	20,958	18,600	28,550	53.49%
FICA Benefits	6,743	7,783	9,996	35.27%
City Retirement Benefits	1,053	1,463	4,488	159.67%
Health Medical Benefits	4,676	4,338	7,113	-4.95%
Group Life Benefits	695	722	1,030	20.84%
Disability Insurance	520	468	722	30.70%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	127	90	169	58.55%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	-	-	520	0.00%
Professional Services	1,250	20,000	20,000	0.00%
Maintenance Service Contracts	-	1,200	7,125	25.00%
Printing & Binding	223	5,000	3,000	-40.00%
Advertising	297	1,000	500	-50.00%
Central Copying Services	-	-	-	0.00%
Postal Services	994	3,000	3,000	0.00%
Telecommunication Services	1,164	1,032	1,032	0.00%
Lease/Rental of Buildings	4,540	4,900	5,057	3.20%
Travel - Mileage - Electoral	159	400	400	0.00%
Travel-Mileage-Registrar	-	200	200	0.00%
Travel Conferences/Ed - Board	4,139	9,000	10,800	20.00%
Travel/Conferences/Ed - Regist	-	5,000	5,000	0.00%
Dues & Association Memberships	125	75	125	66.67%
Office Supplies	927	3,200	3,500	-21.87%
Repair & Maintenance Supplies	2,369	8,500	875	-47.06%
Furniture & Fixtures	152,797	10,000	1,000	-90.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	285,654	189,109	216,312	14.38%

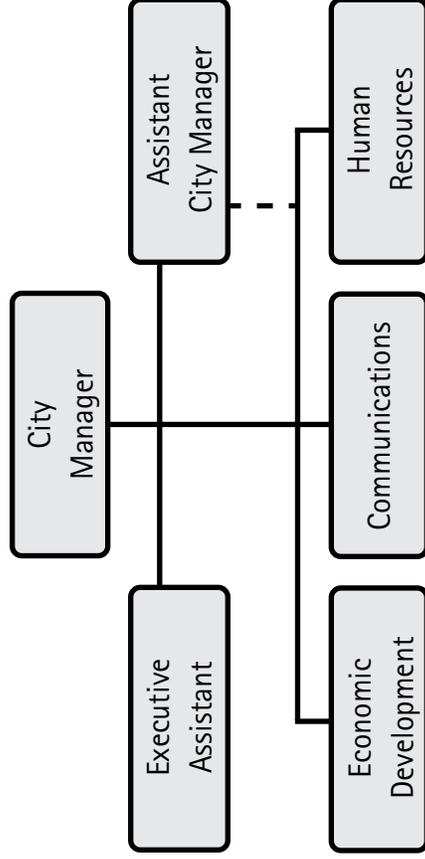
# Executive Expenditures



CITY OF **FALLS**  
**CHURCH**



# EXECUTIVE



## EXECUTIVE EXPENDITURES

### City Manager FY 2007–2008

The mission of the City Manager's Office is to provide timely, professional recommendations to, and implement the vision and policies of, the City Council; to ensure the delivery of high quality services, with outstanding customer service at a good value to taxpayers, residents and visitors of the City; and, to foster economic and fiscal sustainability; to enhance the City's reputation as a high performing, learning, and caring governmental organization that operates in a manner consistent with its mission and values.

In fulfilling this mission, the City Manager and team develops and implements the strategic plan designed to fulfill the City Council's vision; implements all policies adopted by the City Council; facilitates community dialog on Citywide issues; develops a high performing organization utilizing best practices and system-process improvements; and implements and monitors the City's annual operating budget and capital improvements program.

To fully execute this mission, the City Manager also attends 22 annual meetings of the City Council; holds weekly management meetings; holds bi-weekly meetings with department and division managers; and routinely participates in regional and statewide organizations.

A valuable customer service tool managed by this office is the CLASS system, whereby citizens can notify City management of a concern, complaint and/or question. Last year, the CLASS system manager responded to approximately 236 submissions.

**Employees:**

- 1.0 - City Manager
- 1.0 - Assistant City Manager
- 1.0 - Executive Assistant
- 1.0 - Administrative Assistant

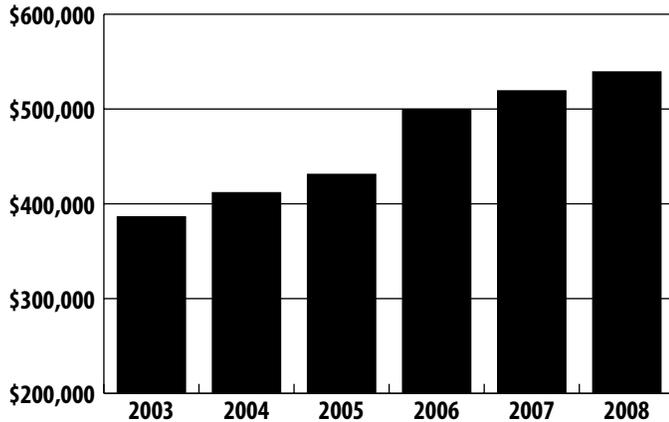
**Objective:**

- Fully implement all strategic goals and objectives as established by the City Council and consistent with the adopted Vision.

**Performance Measures:**

- At least 95 percent of all strategic plan goals and objectives will be implemented on time.
- Respond to 100 percent of citizen inquiries within three days.

City Manager Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
386,288	411,852	431,194	499,800	519,326	539,273
	6.62%	4.70%	15.91%	3.91%	3.84%

**Notes:**

- Budget increased between FY 2005 and FY 2006 due to one-time funding for a demographic study.
- Budget did not increase between FY 2006 and FY 2007 due to salary adjustments.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>City Manager</b>				
Salaries - Regular	350,422	362,709	382,707	5.51%
Salaries - Overtime	650	1,000	1,000	0.00%
Salaries - Temporary	-	15,000	15,000	0.00%
FICA Benefits	21,880	23,725	24,708	4.15%
City Retirement Benefits	5,017	7,254	17,605	142.68%
Health Medical Benefits	28,802	35,774	30,730	-14.01%
Group Life Benefits	3,361	2,952	4,041	36.89%
Disability Insurance	2,479	2,153	2,832	31.56%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	458	290	500	72.75%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	24,622	24,520	14,520	-40.78%
Professional Services	26,753	10,000	11,000	10.00%
Temporary Help Service Fees	-	-	-	0.00%
Repairs & Maintenance	781	-	1,700	100.00%
Maintenance Service Contracts	-	-	-	0.00%
Printing & Binding	1,666	500	500	0.00%
Central Copying Services	-	-	-	0.00%
Postal Services	1,918	1,000	1,000	0.00%
Telecommunication Services	1,582	1,000	1,000	0.00%
Lease/Rental of Equipment	-	5,450	5,000	-8.26%
Travel - Mileage	-	-	130	100.00%
Travel Conferences/Education	7,760	10,000	10,000	0.00%
Training	-	-	-	0.00%
Dues & Association Memberships	3,580	3,000	3,000	0.00%
Special Activities	5,827	10,000	10,000	0.00%
Office Supplies	1,791	2,000	2,000	0.00%
Books & Subscriptions	139	1,000	300	-70.00%
Other Operating Supplies	-	-	-	0.00%
	489,488	519,326	539,273	3.84%

### Economic Development FY 2007–2008

The mission of economic development is critical to the long-term fiscal health and stability of the City. Staff will focus its efforts on new and expanding businesses that will provide employment opportunities, convenient goods and services for residents, and expand the City's tax base. Equally important will be staff's efforts to work with existing businesses to help them grow and thrive in Falls Church. Economic development staff will work to attract new development projects and businesses that are a good fit for the City in terms of their quality, diversity and sustainability. Through multiple channels, staff will communicate to the region and beyond why Falls Church is a great place to invest and do business!



Staff will utilize the City's economic impact model and other evaluative tools to assess net revenue and the overall community benefit of proposed development projects.

Staff will work with developers to assist in the success of mixed-use projects that include City Center, The Byron, The Spectrum, Pearson Square, and The Read Building to provide tenant prospect referrals, marketing and PR support, business relocation assistance, liaison within the City organization, financial packaging assistance, land assemblage assistance, public improvement financing, and other support as needed. Staff will continue to conduct a program of business retention visits and follow-up services.

Data will be gathered and maintained on the City's inventory of businesses and available commercial space and used in a highly focused business recruitment effort. The City's ED communications tools and products will be kept up-to-date to better inform the community of projects, services, programs, and activities related to economic development. Staff will attend monthly Chamber of Commerce board meetings and related events. Staff support will be provided to the EDA board of directors to conduct monthly meetings and implement EDA projects. Staff will continue to administer the City's Technology Zone and Industrial Revenue Bond programs.

**Employees:**

- 1.0 - Director
- 1.0 - Business Development Manager
- 1.0 - Administrative Assistant

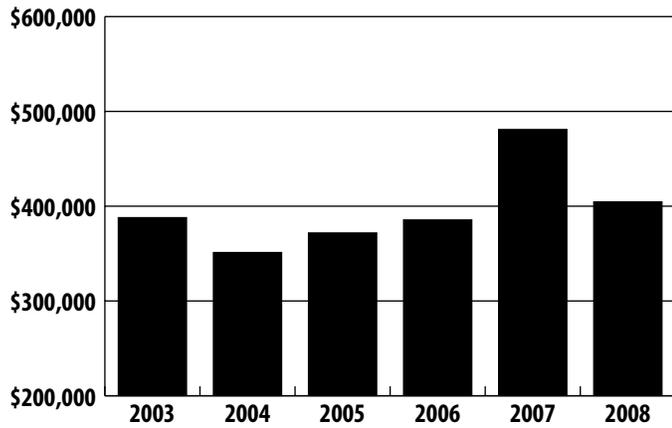
**Objectives:**

- Leverage market opportunities and forge public/private partnerships for phased City Center development that create a vibrant, distinct, sustainable, Great Place.
- Support the retention, expansion and attraction of businesses that complement and enhance the community's quality of life, while diversifying and strengthening the City's tax base.
- Assist in filling commercial space in the City as it is vacated or built to match tenants with space in the context of the City's retail recruitment plan and research, and by networking with brokers, developers, property owners, businesses, and other contacts.

**Performance Measures:**

- Share staff responsibility for producing land disposition agreements for public properties essential for redevelopment in the City Center area. Negotiate proffers package with development partner(s). Utilize fiscal impact model to calculate the estimated net revenue of proposed redevelopment programs.
- Staff will conduct at least 50 business retention visits and utilize in a timely manner tools that include Tech Zone tax incentives and Industrial Revenue Bond financing to support business investment.
- Strive to achieve a vacancy rate for commercial space in the City that is below Northern Virginia market averages.

Economic Development Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
388,042	351,268	371,915	385,642	481,028	404,718
	-9.48%	5.88%	3.69%	24.73%	-15.86%

**Note:**

- Return to full staffing and associated personnel costs following transition from EDA to functional division of the City Manager's Office.

## EXECUTIVE EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Economic Development</b>				
Salaries - Regular	225,484	233,478	255,431	9.40%
Salaries - Overtime	-	3,500	-	-100.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	15,578	16,738	18,097	8.12%
City Retirement Benefits	3,232	4,670	11,750	151.63%
Health Medical Benefits	27,715	37,189	22,003	-40.83%
Group Life Benefits	2,195	1,799	2,697	49.97%
Disability Insurance	1,606	879	1,890	115.08%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	292	257	331	28.60%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	3,482	3,520	3,520	0.00%
Professional Services	69,209	134,000	50,000	-62.69%
Temporary Help Service Fees	1,801	3,500	2,000	-42.86%
Repairs & Maintenance	510	1,500	1,500	0.00%
Maintenance Service Contracts	-	-	-	0.00%
Printing & Binding	569	3,000	3,000	0.00%
Advertising	4,563	5,000	5,000	0.00%
Central Copying Services	-	-	-	0.00%
Electrical Services	-	-	-	0.00%
Water & Sewer Services	-	-	-	0.00%
Postal Services	80	1,500	1,000	-33.33%
Telecommunication Services	2,532	3,000	3,000	0.00%
Lease/Rental of Equipment	-	2,500	2,500	0.00%
Lease/Rental of Buildings	-	-	-	0.00%
Travel - Mileage	66	-	-	0.00%
Travel Conferences/Education	4,075	7,000	6,000	-14.29%
Dues & Association Memberships	3,910	4,000	5,000	25.00%
Special Activities	323	10,000	5,000	-50.00%
Office Supplies	1,035	3,000	4,000	33.33%
Books & Subscriptions	246	1,000	1,000	0.00%
Other Operating Supplies	829	-	-	0.00%
Computer Equipment Replacement	-	-	-	0.00%
Buildings & Grounds	-	-	-	0.00%
	369,331	481,029	404,718	-15.86%

## Office Of Communications FY 2007–2008

The Office of Communications educates the community about City initiatives through public outreach campaigns, the development of print and online publications, the City's Web site, and the Falls Church Community Television station. The Office helps the community make informed decisions on issues regarding City finances, environmental matters, economic development, transportation, housing, emergency preparedness, and more.

Communications staff serves as spokespersons for the City and work closely with local, regional, national, and trade media. Working with regional partners including the Northern Virginia Regional Commission and the Washington Metropolitan Council of Governments, the Office of Communications informs residents on issues affecting the City as well as the region.

For the 2007-2008 fiscal year, the Office of Communications will implement five periodicals—The Weekly FOCUS, which is a weekly two-page insert published in the Falls Church News-Press and on the Falls Church News-Press and City of Falls Church Web sites ([www.fcnp.com](http://www.fcnp.com) and [www.fallschurchva.gov](http://www.fallschurchva.gov)); the eFOCUS, which is an electronic biweekly newsletter distributed for free to subscribers and available online at [www.fallschurchva.gov](http://www.fallschurchva.gov); The Cherry Hill Chronicle, which is a 12-page print and electronic monthly internal newsletter; The Annual Report, Services Guide, and Calendar; and the City's annual Operating Budget and Capital Improvements Program.

The Office of Communications also develops and maintains print advertisements in local, regional, and trade publications; media releases, media advisories, statements, radio and television public service announcements, and talking points; brochures; fact sheets; feature articles; Falls Church Community Television programming; opinion-editorial pieces; and direct-mail products. The Office of Communications also develops publicity and educational outreach campaigns for City-sponsored events and new projects and policies.

The Office coordinates emergency communications and maintains the citizen and employee emergency telephone lines; the City's emergency broadcast radio station 1680 AM; the City's emergency alert notification network [alert.fallschurchva.gov](http://alert.fallschurchva.gov); and the City's Web site, [www.fallschurchva.gov](http://www.fallschurchva.gov).

**Employees:**

- 1.0 - Communications Director
- 1.0 - Communications Specialist
- 1.0 - Graphic Artist

### Objectives:

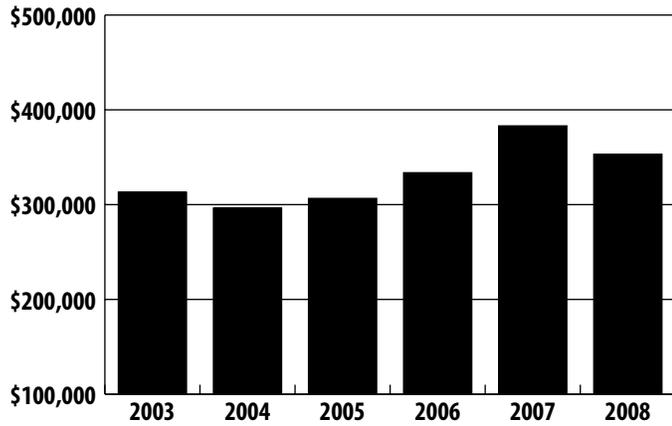
- Complete online customer service components of the City's redesigned Web site by June 2008.
- Conduct frequent informal polls online to gauge community interest in various initiatives by June 2008.
- Implement routine updating procedures to involve departments and divisions in the process of ensuring timely, accurate, and comprehensive information on the City's Web site by October 2007.
- Streamline further improvements to the Annual Report, Services Guide, and Calendar by August 2007 to ensure it serves as a useful information tool for City residents and businesses.
- Implement a comprehensive community-wide emergency preparedness campaign by June 2008.

### Performance Measures:

- Increase awareness of The Weekly FOCUS in the Falls Church News-Press and at [www.fcnp.com](http://www.fcnp.com) and [www.fallschurchva.gov](http://www.fallschurchva.gov).
- Increase subscriptions to the eFOCUS.
- Increase registrants to [alert.fallschurchva.gov](http://alert.fallschurchva.gov).
- Increase readership of The Cherry Hill Chronicle employee newsletter.
- Produce and distribute the Annual Report, Services Guide, and Calendar by December 21, 2007.
- Produce print products with a grammatical and spelling accuracy rate of 100 percent.
- Provide accessible, timely, and accurate information on the City's Web site.
- Increase awareness of the City's Web site.

## EXECUTIVE EXPENDITURES

### Office Of Communications Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
313,116	296,424	306,702	333,806	383,222	353,271
	-5.33%	2.97%	9.37%	14.80%	4.76%

**Note:**

- Streamlined printed products into one Communications Printing & Binding section, reflecting a budget to increase by \$5,000 in FY 2008 to allow for print products in alternate languages, a new welcome brochure, emergency preparedness outreach, and other educational initiatives to benefit the community.

## EXECUTIVE EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Communications</b>				
Salaries - Regular	147,548	175,139	187,364	6.98%
Salaries - Overtime	2,669	-	-	0.00%
Salaries - Temporary	1,776	-	-	0.00%
FICA Benefits	11,325	13,478	14,333	6.35%
City Retirement Benefits	2,141	3,503	8,619	146.05%
Health Medical Benefits	12,979	16,237	18,919	16.51%
Group Life Benefits	1,412	1,553	1,979	27.39%
Disability Insurance	956	1,133	1,387	22.42%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	203	138	258	86.35%
Section 125 Administration	-	1	-	-100.00%
Deferred Compensation Payment	764	1,040	1,040	0.00%
Other Professional Services	50,431	1,800	1,800	0.00%
Temporary Help Service Fees	-	-	-	0.00%
Repairs & Maintenance	-	-	-	0.00%
Maintenance Service Contracts	-	-	-	0.00%
Printing & Binding	96,790	95,000	100,000	5.26%
Advertising	-	3,000	350	-88.33%
Central Copying Services	-	500	-	-100.00%
Postal Services	5,056	5,000	5,000	0.00%
Telecommunication Services	661	1,300	624	-52.00%
Lease/Rental of Equipment	-	-	-	0.00%
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	1,060	6,000	6,000	0.00%
Training	1,175	1,500	1,500	0.00%
Dues & Association Memberships	511	1,500	1,000	-33.33%
Special Activities	8,397	5,000	1,000	-80.00%
Office Supplies	2,503	3,500	1,500	-57.14%
Books & Subscriptions	68	500	500	0.00%
Other Operating Supplies	115	200	-	-100.00%
Video Tapes & Supplies	151	200	100	-50.00%
Furniture & Fixtures	-	-	-	0.00%
	348,688	337,222	353,271	4.76%

## EXECUTIVE EXPENDITURES

### Human Resources Division FY 2007–2008

This Division provides full range of Human Resource services to 170 retirees, 250 permanent full-time and part-time employees, and a large pool of seasonal and temporary employees. Annually, this Division conducts recruitments for all vacancies, full-time, part-time, seasonal and temporary hires, averaging approximately 90 vacancies annually. This Division produces the Recruitment Announcement and advertisements, screens thousands of resumes received from applicants and forwards the ones received from the top candidates to the hiring division, serves on interview panels, makes hiring decisions, provides guidance and oversight to supervisors regarding the contacting of references for all prospective hires, negotiating salary offers and extending written offers to selected hires.

The Division conducts orientations for all new employees, and later follows up with all new employees to ensure their transition to City employment is smooth. The Division also conducts exit interviews with all departing employees to assess what contributes to employee turnover and solicit ideas for improving the organization.

The Division maintains job specifications for all positions and conducts classification studies for positions as required to ensure that compensation is comparable to neighboring jurisdictions for positions. Annually, market studies are conducted and selected positions are benchmarked to ensure parity with salaries of comparable positions elsewhere.

The Division provides training sessions to all levels of employees for the purpose of the City's Pay for Performance Plan, team building, leadership, management and supervisory skills, career development, and enhancing customer service and communications skills. Particular emphasis on Organization Development training will begin this year. Human Resources also advise management on issues regarding Human Resources law, interpreting policy, gathering facts, conducting research, diagnosing problems, providing solutions and offering objective assistance and guidance on employee-related issues.

The Division also handles all grievance issues and serves as mediator between supervisors and employees as needed, and works to resolve issues at the employee-supervisor level so that it is not necessary for employees to file grievances. The staff serves as liaison to the City Employee Review Board, the City Council's Personnel Policy Committee, the Employee Advisory Council, and the Retirement Board.

**Employees:**

- 0.5 – Human Resources Director
- 1.0 – Human Resources Analyst
- 0.75 – Human Resources Generalist

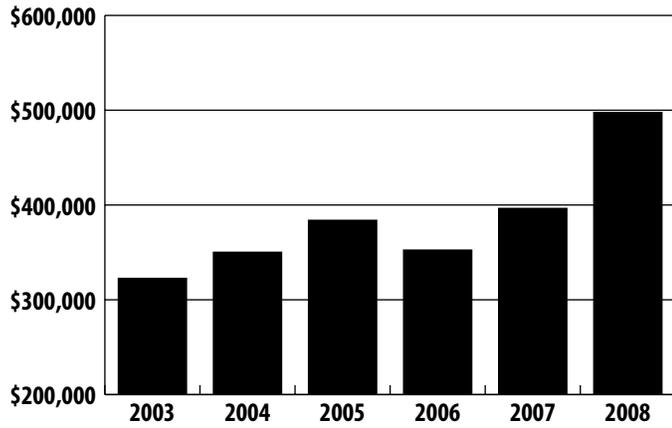
#### Objectives:

- Monitor employee relations and seek to ensure uniform and equitable application of City policies and procedures in compliance with federal, state and local laws.
- Ensure prospective employees are qualified for positions and right for the organization through advising supervisors, conducting in-depth interviews and due diligence through reference checks, background investigations and drug screening.
- Provide supervisors and employees with the tools necessary to excel in their jobs.
- Advise supervisor on effective documentation of employee performance and monitor new employees' probation periods during the final stage of the hiring process.
- Improve the consistency and effectiveness of the City's Pay-for-Performance system by more training and monitoring.
- Provide training and career development for all employees with emphasis on leadership development for first-line supervisors.
- Implement Organization Development training to improve the effectiveness of operations by a more formal culture of work teams.
- Perform classification, market and pay review studies on a continual basis to ensure the City is competitive with surrounding jurisdictions; conclude classification studies within 60 days of receipt of position analysis and forward recommendation to the City Manager for final decision.
- Use information obtained during exit interviews to improve operations.

#### Performance Measures:

- Review all resumes received for each position advertised categorizes according to qualifications and forward resumes from the top candidates to the hiring division within two weeks.
- Conduct employee orientations for each employee within one week of starting work.
- Ensure each employee receives at least 12 hours of career development training annually.
- Conduct exit interviews with all departing full-time employees.

Human Resources Division Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
322,768	350,292	384,003	352,604	396,567	497,791
	8.53%	10.09%	-8.57%	12.47%	25.53%

**Notes:**

- City's training budget increasing by \$50,000 in FY 2008.
- Professional Services increasing by \$35,000 in FY 2008.
- Salaries for temporary employees increasing by 7,000 in FY 2008.

## EXECUTIVE EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Human Resources</b>				
Salaries - Regular	176,267	179,911	186,615	3.73%
Salaries - Overtime	5,295	-	-	0.00%
Salaries - Temporary	15,918	13,000	20,000	53.85%
FICA Benefits	15,720	14,847	15,187	2.29%
City Retirement Benefits	2,491	3,598	3,360	-6.64%
Health Medical Benefits	16,178	13,723	20,129	46.68%
Group Life Benefits	1,706	1,496	1,971	31.76%
Disability Insurance	1,226	1,091	1,381	26.62%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	615	409	650	58.98%
Tuition Assistance Program	18,872	15,000	12,000	-20.00%
Section 125 Administration	-	78	-	-100.00%
Deferred Compensation Payment	1,361	1,170	1,170	0.00%
Employee Transit Subsidy	13,500	-	16,800	-
Professional Health Services	22,849	35,000	35,000	0.00%
Professional Services	22,791	45,000	63,000	40.00%
Temporary Help Service Fees	14,401	-	-	0.00%
Repairs & Maintenance	533	1,066	1,100	3.15%
Maintenance Service Contracts	340	-	-	0.00%
Printing & Binding	865	5,000	5,000	0.00%
Advertising	30,337	33,000	33,000	0.00%
Central Copying Services	-	-	-	0.00%
Postal Services	1,114	1,000	1,200	20.00%
Telecommunication Services	102	250	200	-20.00%
Lease/Rental of Equipment	-	2,328	2,328	0.00%
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	2,633	5,000	5,500	10.00%
Training	-	-	50,000	-
Moving - Travel Reimbursement	-	-	-	0.00%
Dues & Association Memberships	890	900	1,000	11.11%
Special Activities	16,075	20,000	18,500	-7.50%
Office Supplies	928	3,000	2,000	-33.33%
Books & Subscriptions	402	700	700	0.00%
Other Operating Supplies	-	-	-	0.00%
Furniture & Fixtures	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	(20,000)	0.00%
Expenditure Recovery Water Fnd	-	-	-	0.00%
Expenditure Recovery Sewer Fnd	-	-	-	0.00%
	383,408	396,567	477,790	20.48%

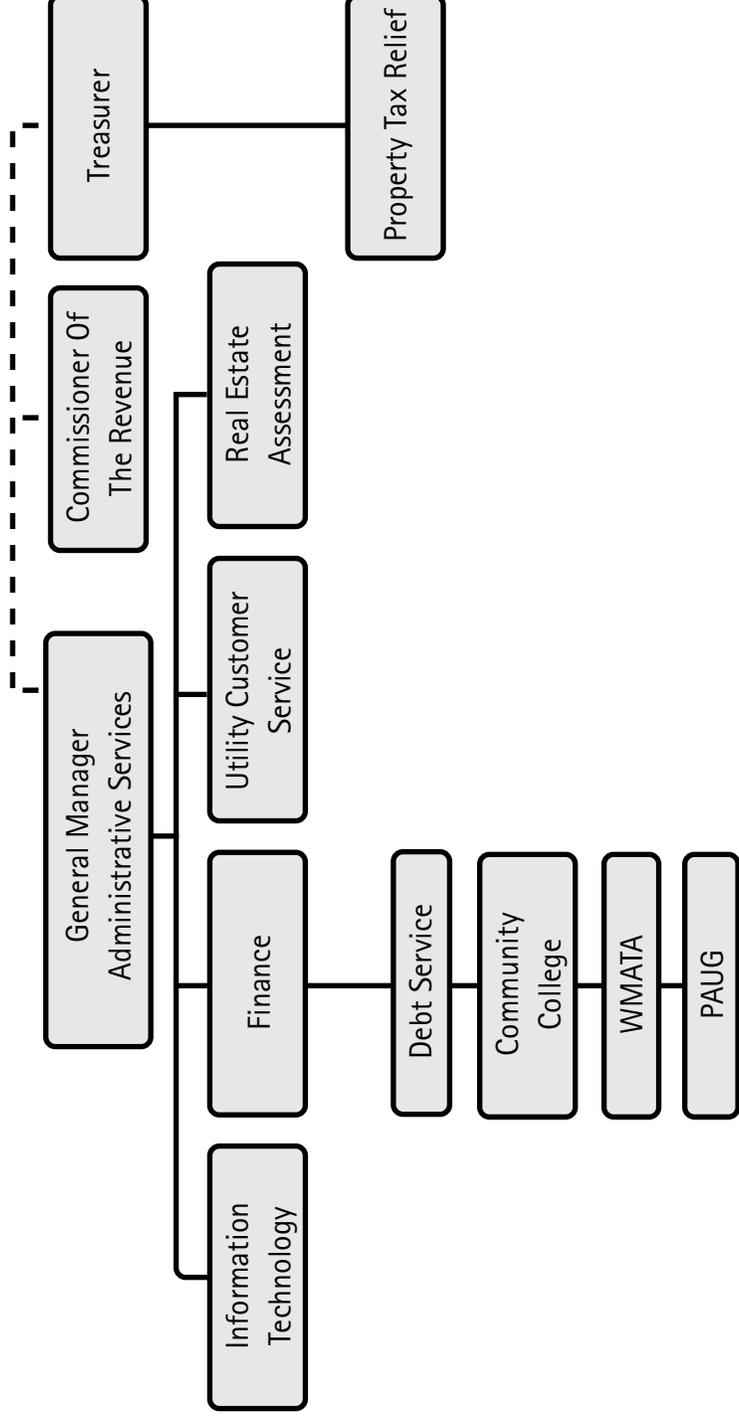
# Administrative and Finance Expenditures



CITY OF **FALLS**  
**CHURCH**



# ADMINISTRATIVE AND FINANCE



## ADMINISTRATIVE and FINANCE EXPENDITURES

### Finance FY 2007-2008

The Finance Division serves the community by processing the payment for services provided by City employees and vendors. The Division is responsible for reconciling all of the City's bank, investment and ledger accounts to ensure that all of the City's transactions are being accounted for in a clear and proper manner. The Division is also responsible for competitively pricing and purchasing goods and services to help ensure that the taxpayer's money is being spent efficiently and wisely. The Finance Division also prepares the City's Comprehensive Annual Financial Report (CAFR), which is independently reviewed by outside auditors. The CAFR is a summary of all City financial activity and shows the financial status of the City as of the end of the most recent budget year.

Division staff supports the City Manager in the development on the City's annual budget.

Annually, this Division processes approximately 9,300 accounts payable checks; reconciles six bank accounts monthly; processes approximately 500 journal entries; processes approximately 40 RFPs and/or Bids for goods and services; and reconciles all subsidiary accounts monthly.

**Employees:**

- 1.0 - General Manager - Administration
- 1.0 - Deputy Finance Director
- 1.0 - Purchasing Manager
- 2.0 - Payroll Specialist
- 1.0 - Accounts Payable/Receivable
- 1.0 - Staff Accountant

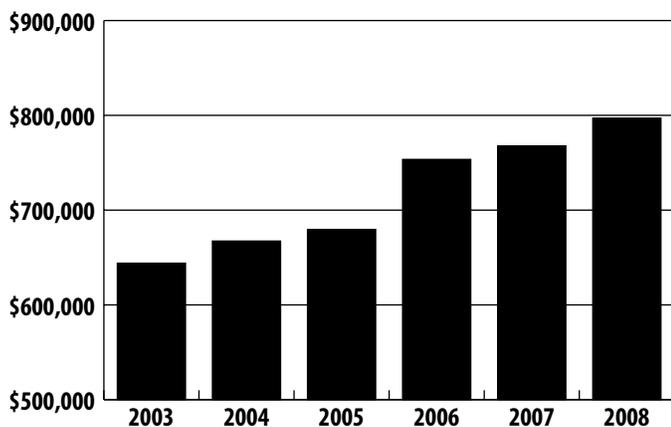
#### Objectives:

- Continue development of a comprehensive financial policy and procedure manual.
- Implement the use of credit cards for web-based payments.

#### Performance Measures:

- Process vendor payments within 10 days of approval 95 percent of the time.
- Complete Bank Account Reconciliation's within two weeks of receipt of statement 95 percent of the time.
- Process Wire Transfers on the due date 100 percent of the time.
- Process Purchase Orders on day of receipt 95 percent of the time.

### Finance Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
644,164	667,536	679,792	753,665	767,931	797,229
	3.63%	1.84%	10.87%	1.89%	3.82%
<b>Note:</b>					
• In FY 2006 a payroll specialist position was transferred from Human Resources.					

## ADMINISTRATIVE and FINANCE EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Financial Services</b>				
Salaries - Regular	452,646	486,384	508,410	4.53%
Salaries - Overtime	-	-	-	0.00%
Salaries - Temporary	-	2,500	-	-100.00%
FICA Benefits	31,904	35,860	37,094	3.44%
City Retirement Benefits	6,515	9,728	23,387	140.42%
Health Medical Benefits	48,406	50,222	56,100	11.70%
Group Life Benefits	4,367	3,970	5,369	35.25%
Disability Insurance	3,208	2,894	3,762	29.98%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	590	544	663	21.89%
Section 125 Administration	-	144	-	-100.00%
Deferred Compensation Payment	6,008	6,120	6,120	0.00%
Independent Audit	48,585	80,000	90,000	12.50%
Professional Services	57,036	15,000	5,000	-66.67%
Repairs & Maintenance	3,528	9,000	5,000	-44.44%
Maintenance Service Contracts	430	-	-	0.00%
Printing & Binding	1,573	2,000	3,500	75.00%
Advertising	-	2,000	-	-100.00%
Central Copying Services	-	-	-	0.00%
Postal Services	8,116	10,541	11,000	4.36%
Telecommunication Services	4,024	15,000	4,000	-73.33%
Lease/Rental of Equipment	4,033	12,000	13,500	12.50%
Credit Card Fees	25,938	-	-	0.00%
Travel - Mileage	265	200	400	100.00%
Travel Conferences/Education	7,709	12,000	11,000	-8.33%
Training	285	1,000	-	-100.00%
Council of Governments	825	825	825	0.00%
Dues & Association Memberships	1,679	2,500	1,800	-28.00%
Office Supplies	12,058	5,000	8,000	60.00%
Books & Subscriptions	621	500	500	0.00%
Other Operating Supplies	3	2,000	1,800	-10.00%
Machinery & Equipment	12,700	-	-	0.00%
	743,049	767,931	797,229	3.82%

## Information Technology FY 2007–2008

The Information Technology Division is responsible for managing the installation and maintenance of all of the systems and networks that provide computer technology and telephone services for all City departments. This also includes the City's website that provides information to the public and is capable of receiving questions, comments and concerns through the online CLASS process. The City continues to maintain an efficient, effective operation in order to meet the needs of the citizens.

One of the most valuable services offered by this division is the CLASS system, whereby citizens can notify city management of a concern, complaint and/or question. On average, the CLASS system receives approximately 108 contacts a month with most, if not all, responded to and closed within the same month. More importantly, the median time for closing out a complaint is three hours.

The City outsources information technology services. The Chief Technology Officer (CTO) is responsible for administering the service contracts, acting as a resource for IT projects and for assisting City staff in strategic planning for IT needs.

**Employees:** 1.0 - Chief Technology Officer

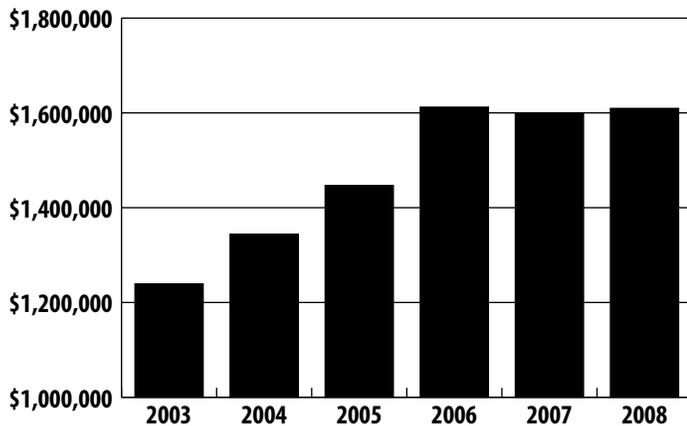
**Objectives:**

- Ensure consistency of software versions.
- Maintain integrity of systems.

**Performance Measures:**

- Requests for service will be answered within four hours 95 percent of the time.
- Software versions will be consistent throughout the system 100 percent of the time.
- Breaches of security will be responded to within four hours 100 percent of the time.

## Information Technology Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
1,239,511	1,344,395	1,447,142	1,612,412	1,598,927	1,609,763
	8.46%	7.64%	11.42%	-0.84%	2.21%

**Notes:**

- The City increased funding levels for replacement of equipment through FY 2005. The FY 2006 and FY 2007 budgets remain unchanged from FY 2005.
- The position of Technology Coordinator was established with the FY 2006 budget, the title was changed in FY 2007 to accurately reflect the scope of duties of the position.

**ADMINISTRATIVE and FINANCE EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Information Technology</b>				
Salaries - Regular	72,229	78,750	85,463	8.52%
Salaries - Overtime	901	1,000	1,000	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	5,431	6,101	6,614	8.42%
City Retirement Benefits	1,012	1,575	3,931	149.60%
Health Medical Benefits	12	12,396	-	-100.00%
Group Life Benefits	780	488	903	84.98%
Disability Insurance	516	356	632	77.78%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	91	-	108	100.00%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	1	520	-	-100.00%
Professional Services	66,350	45,000	30,000	-33.33%
System Enhancement	1,184	100,000	75,000	-25.00%
Repairs & Maintenance	9,807	500	15,000	2900.00%
Maintenance Service Contracts	720,325	316,000	303,000	-4.11%
IT Support Contract	-	600,000	621,000	3.50%
Central Copying Services	-	-	-	0.00%
Postal Services	290	-	300	100.00%
Telecommunication Services	40,272	50,000	50,000	0.00%
Lease/Rental of Equipment	213,364	64,741	18,913	-70.79%
Lease/Rental of Buildings	4,500	-	18,900	100.00%
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	1,295	11,000	7,000	-36.36%
Dues & Association Memberships	-	500	500	0.00%
Office Supplies	4,193	5,000	5,000	0.00%
Books & Subscriptions	-	1,000	500	-50.00%
Other Operating Supplies	10,932	30,000	15,000	-50.00%
Furniture & Fixtures	-	-	1,000	100.00%
Computer Equipment - Additions	272,914	250,000	350,000	40.00%
	1,426,402	1,574,927	1,609,763	2.21%

## ADMINISTRATIVE and FINANCE EXPENDITURES

### Real Estate Assessment FY 2007–2008

The primary responsibility of the Real Estate Assessor's Office is the assessment of every parcel located in the City on an annual basis, at 100 percent of market value as required by Virginia Code. The goal is to assess and maintain real property information in the City of Falls Church in a fair and equitable manner to ensure that each taxpayer bears only their fair share of the real property tax burden as determined by the City Council of Falls Church.

This office collects and maintains a history of all land parcels in the City with computerized current information specific to each parcel which includes: ownership, deed and plat references, ownership history, and specific house characteristic information. This information is widely used by realtors, attorneys, title search personnel, prospective homebuyers, sellers, private appraisers (both local and out-of-city/state), and surveyors. Other services provided by the Assessor's Office include: notification of assessments, responses to inquiries concerning assessments and assessment procedures, hearing administrative appeals, and preparing the Board of Equalization for public appeals. This office produces the annual land book.

Annually, this division reviews approximately 300 real estate listings and sales, adjusts the values of approximately 4,500 parcels, and inspects 200 parcels that have been issued a building permit and 100 as the result of a sale or an appeal. The division also maintains and annually updates the real estate database containing approximately 4,500 parcels, and serves as staff to the Board of Equalization, which meets approximately 10 times each year.

**Employees:**

- 1.0 – Director of Real Estate Assessment
- 1.0 – Senior Real Estate Appraiser
- 1.0 – Senior Administrative Assistant

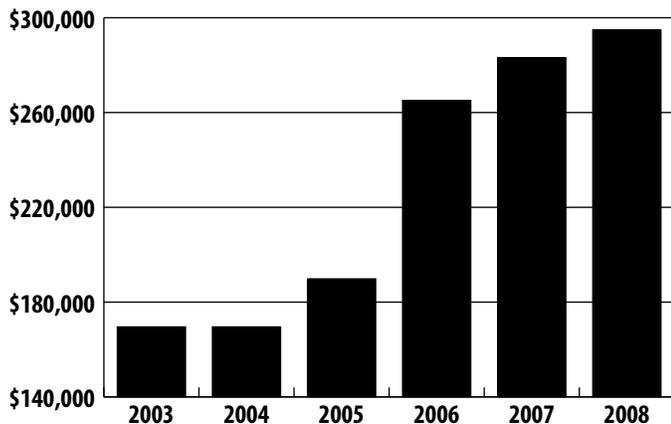
**Objective:**

- Update the City's real estate database and issue assessment valuation notices as of January 1, 2008 for all City properties by February 29, 2008.

**Performance Measures:**

- Maintain a Coefficient of Dispersion of 10 or less and a regression index of  $\pm 0.03$  in the Virginia Department of Taxation Residential Sales Ratio Study.
- Maintain a Coefficient of Dispersion of 15 or less and a regression index of  $\pm 0.03$  in the Virginia Department of Taxation Commercial Sales Ratio Study.

### Real Estate Assessment Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
169,605	169,605	189,870	265,181	283,161	294,891
	1.45%	11.95%	39.67%	6.78%	4.14%
<b>Note:</b>					
• The position of Senior Assessor was established in FY 2005, accounting for the budget increase between FY 2005 and FY 2006.					

## ADMINISTRATIVE and FINANCE EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Real Estate Assessment</b>				
Salaries - Regular	188,547	197,588	209,318	5.94%
Salaries - Overtime	890	1,000	1,000	0.00%
Salaries - Temporary	1,296	-	-	0.00%
Salaries - Assessment Board	-	3,600	3,600	0.00%
FICA Benefits	14,136	15,587	16,365	4.99%
City Retirement Benefits	2,688	3,952	9,629	143.65%
Health Medical Benefits	10,302	10,633	15,178	42.74%
Group Life Benefits	1,803	1,571	2,210	40.70%
Disability Insurance	1,330	1,146	1,549	35.22%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	975	88	1,082	1128.03%
Section 125 Administration	-	37	-	-100.00%
Deferred Compensation Payment	1,559	1,560	1,560	0.00%
Professional Services	7,120	30,000	17,000	-43.33%
Maintenance Service Contracts	-	-	-	0.00%
Printing & Binding	239	900	900	0.00%
Advertising	-	400	400	0.00%
Central Copying Services	-	-	-	0.00%
Postal Services	1,785	2,300	2,300	0.00%
Telecommunication Services	-	200	200	0.00%
Lease/Rental of Equipment	-	-	-	0.00%
Travel - Mileage	17	-	200	100.00%
Travel Conferences/Education	11,251	8,000	8,000	0.00%
Training	72	-	100	100.00%
Dues & Association Memberships	655	1,000	1,000	0.00%
Office Supplies	1,262	2,300	2,000	-13.04%
Books & Subscriptions	667	1,300	1,300	0.00%
Other Operating Supplies	28	-	-	0.00%
Furniture & Fixtures	-	-	-	0.00%
	246,622	283,161	294,891	4.14%

## **Office Of The Commissioner Of The Revenue FY 2007-2008**

The Office of the Commissioner of the Revenue was established by the Constitution of the state of Virginia thus making the Commissioner of Revenue an elected "Constitutional Officer." The Commissioner, Tom Clinton, is a representative of the citizens of the City of Falls Church and is directly accountable to its citizens. The office is primarily responsible for the just administration and assessment of taxes levied by both the state of Virginia and the City of Falls Church.

This includes various types of business activities and assets located in Falls Church City except the assessment of real estate, which is done by the City Assessor's Office. These revenue assessments and collections represent a cumulative total of about \$10,000,000, or about 20 percent of all gross revenue received by the City, ensuring that everyone that lives, works or visits here, pays their fair share of taxes. Revenue collection is essential to provide those critical public services that residents and business owners demand in a first-class independent city operating in a sophisticated metropolitan area.

Commissioner Clinton opened the Falls Church City DMV Select Office on March 6, 2006 bringing the high demand for DMV services closer to where citizens and business owners live and work. In its first year of operation alone, the DMV Select conducted more than 6,800 transactions and generated more than \$21,000 in commissions to the City's General Revenue Fund. The service has been overwhelmingly successful.

The DMV Select Office is conveniently located in suite #104E in the Commissioner's Office, which is on the first floor of the East Wing of City Hall, located at 300 Park Avenue. This service allows people to conduct many vehicle-related DMV transactions for both their personal and business needs. In addition, the office has assisted many departments and employees within City Hall by providing license plates, titles, registrations, renewal stickers, address changes, voter registration applications and driver transcripts, all without our City and School staff, and their clients, ever having to leave the City and spend hours at the crowded Tysons Corner DMV Office located on Gallows Road in Vienna.

The office annually issues approximately 10,000 personal property tax assessments, which appear on the vehicle tax bills in early September, and it mails out 10,000 vehicle verification forms for all registered automobiles, trucks, motorcycles and trailers located in Falls Church City, as well as the hundreds of annual address changes related to those vehicles. The office generates all decal bills which are usually done by the Treasurer's Office in most areas. The office performs about 2,000 personal property adjustments including vehicle dispositions and other assessment changes saving the taxpayer money.

Annually, the office issues about 1,700 business licenses and processes about 1,800 tangible personal property tax assessments on the business equipment used by companies operating in the City. The office collects and processes many other taxes including: utility, right-of-way, hotel occupancy, short term rental, the City's important Meals Tax and franchise fees from certain types of businesses and banks.

The Commissioner's Office annually processes approximately 2,500 state income tax refunds, 500 estimated state income tax payments and 500 state income tax due payments for taxpayers on behalf of the Virginia Department of Taxation. State income returns are entered directly into the state's computers resulting in refunds that are deposited directly into our citizen's bank accounts, usually within two to three days. The office also helps resolve complex taxpayer problems with the Department of Taxation in Richmond by having City residents call or visit our local office, saving them time and long distance phone costs.

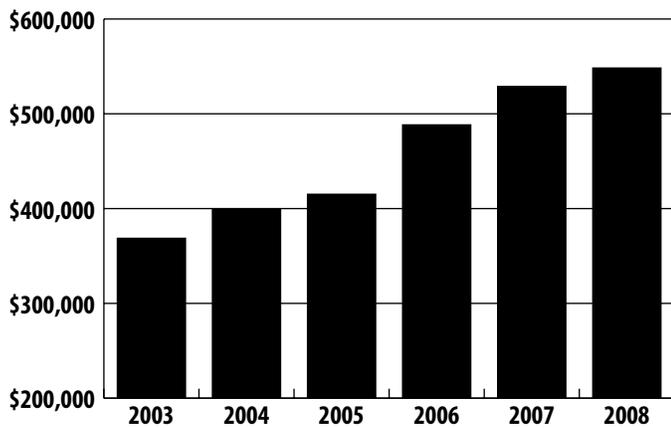
The Commissioner provides critical tax and business related information to the City Manager, the City Council, the Economic Development Authority, the Economic Development Office, the City Assessor and the Planning Division so the City can make well researched and fiscally sound economic development decisions. The Commissioner supports the Greater Falls Church Chamber of Commerce and the City's valuable, local business community by making the assessment and payment of taxes as easy as possible while providing small-town personal service.

**Employees:**      1.0 - Commissioner of the Revenue  
                          1.0 - Business Revenue Auditor  
                          1.0 - Deputy Commissioner of the Revenue  
                          4.0 - Revenue Assistants

**Performance Measures:**

- Register vehicles within one day of receiving the vehicle registration form 90 percent of the time.
- Enter and approve business licenses within one day of receiving application form 90 percent of the time.
- Enter, process, and transfer checks for various business taxes to the Treasurer's Office for deposit within one day of receipt 95 percent of the time.
- Process Virginia State income tax refunds, tax due payments and estimated taxes within one day of receipt 95 percent of the time.
- Return every phone call and e-mail within one day 99 percent of the time.
- Answer every phone call directly 100 percent of the time.
- Deliver quick and courteous DMV Select services within 10 minutes 95 percent of the time.

**Office Of The Commissioner Of The Revenue Budget Trend: FY 2003–2008**



2003	2004	2005	2006	2007	2008
368,824	399,295	415,267	488,471	528,945	548,425
	8.26%	12.55%	8.69%	8.29%	3.68%

**Note:**

- Operating one of the busiest counters in City Hall, opening the new DMV Select Office in 2006, delivering excellent customer service to both internal and external customers, instituting new programs such as the "Drive Up and Scrape Off" decal removal program and instituting the "File By Exception" personal property return process; making a difficult switch over to a new software program that included the rebuilding of all three of our databases; assisting the Treasurer's Office with collections and taking over the administration of the Meals Tax, which generated \$140,000 of additional revenue in the first year alone; and the need to pay competitive salaries to retain quality employees capable of handling large volumes of many different types of complex transactions, has increased costs over the past five years, but we have always remained under budget while dramatically increasing our workload.

## ADMINISTRATIVE and FINANCE EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Commissioner of the Revenue</b>				
Salaries - Regular	341,680	381,120	410,841	7.80%
Salaries - Overtime	23,216	9,500	7,500	-21.05%
Salaries - Temporary	3,832	4,000	3,300	-17.50%
FICA Benefits	27,261	30,467	32,256	5.87%
VRS Benefits	17,036	19,056	20,542	7.80%
City Retirement Benefits	6	-	-	0.00%
Health Medical Benefits	34,529	52,428	38,878	-25.85%
Group Life Benefits	(15)	-	4,643	100.00%
Disability Insurance	2,410	2,194	3,040	38.59%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	492	268	592	121.05%
Section 125 Administration	-	543	-	-100.00%
Deferred Compensation Payment	3,112	3,120	3,120	0.00%
Professional Services	412	750	600	-20.00%
Other Professional Services	922	1,000	900	-10.00%
DMV Expense	458	-	-	0.00%
Maintenance Service Contracts	615	-	615	100.00%
Printing & Binding	2,851	2,700	2,900	7.41%
Central Copying Services	-	500	-	-100.00%
Postal Services	4,760	5,000	4,800	-4.00%
Postal Services - DMV Select	102	-	100	100.00%
Telecommunication Services	1,385	3,800	3,000	-21.05%
Equipment lease	-	-	1,500	100.00%
Travel - Mileage	146	400	350	-12.50%
Travel Conferences/Education	150	4,000	3,500	-12.50%
Dues & Association Memberships	520	400	350	-12.50%
Office Supplies	3,549	3,800	3,300	-13.16%
Books & Subscriptions	1,772	1,900	1,800	-5.26%
Furniture & Fixtures	-	2,000	-	-100.00%
Computer Equipment - Additions	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	471,198	528,945	548,426	3.68%

## City Treasurer FY 2007–2008

The Office of Treasurer is established by the Constitution of the Commonwealth of Virginia, and the Treasurer, Cathy Kaye, is an elected "Constitutional Officer." The City Treasurer is responsible for receiving and collecting state and local taxes and other revenues; to safeguard (invest) the funds; and to disburse the funds as dictated by the City Council. To realize these responsibilities, the Treasurer works closely with the Commissioner of the Revenue, the City Assessor and the Director of Finance.

The Treasurer's Office processes more than 4,000 real estate bills twice each year, sending bills and tax notices to all homeowners, as well as administering an additional billing and payment program for 198 mortgage companies. The Treasurer's Office collects and processes personal property bills and payments for more than 10,000 vehicles, as well as tangible personal property for businesses. The Office processes payments for parking tickets, special trash pick-ups and other invoices; as well as processing over a thousand state income tax and estimated tax payments for the Commonwealth of Virginia.

The collection function, one of the office's core responsibilities, will be returning "in-house" in May of 2007. Arlington County has provided the City with the tools to create an efficient and effective collections program. With these new skills, the Treasurer's Office looks forward to implementing a sound and resolute collections process.

**Employees:**

- 1.0 - Treasurer
- 1.0 - Chief Deputy Treasurer
- 1.0 - Deputy Treasurer
- 1.0 - Treasurer Assistant

### Objectives:

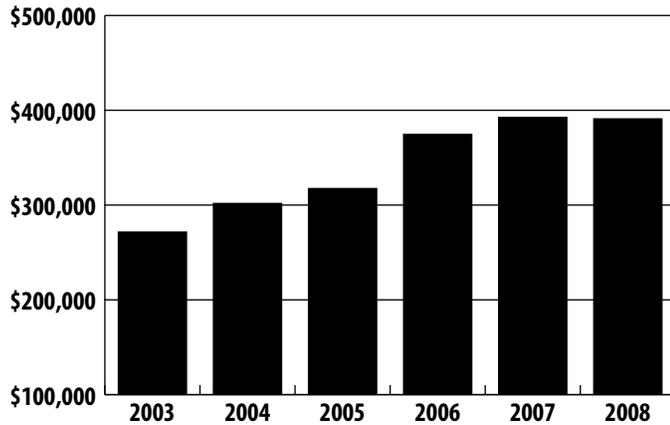
- Issue City decals with the personal property bill, providing an almost \$4,000 annual savings in postage alone.
- Initiate new program allowing dog owners to license their dogs for three years, the usual interval of a rabies vaccination, making our licensing procedure more efficient and subsequently increasing public safety.
- Consolidate payment locations by enabling citizens to pay their water bills at the Treasurer's service counter.
- In 2008, the Treasurer's Office will take over administration of the City's tax relief/deferral programs.

### Performance Measures:

- Return phone calls and e-mail within one day.
- Print and mail supplemental bills within two days.
- Post deposits and payments within one day.
- Issue refunds within 10 days.
- Process Virginia State income tax refunds and estimated taxes within one day of receipt.
- Provide information to mortgage lenders within one hour of request.
- Deliver prompt, efficient, and courteous service.

## ADMINISTRATIVE and FINANCE EXPENDITURES

### Treasurer Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
271,685	301,858	317,580	374,670	392,584	391,119
	11.11%	5.21%	17.98%	4.78%	-0.37%

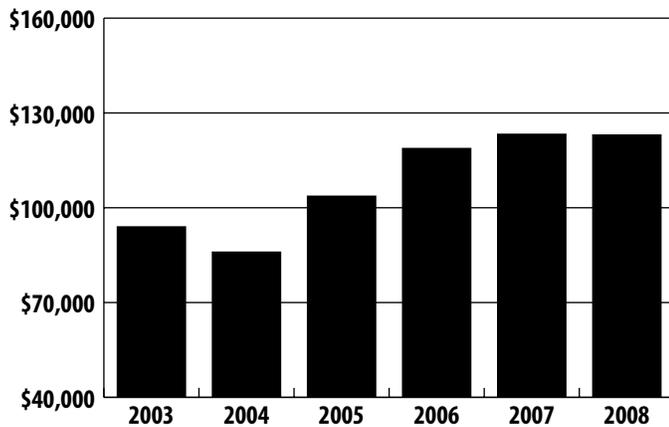
ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Treasurer</b>				
Salaries - Regular	204,819	259,784	258,836	-0.36%
Salaries - Overtime	36,802	11,000	17,000	54.55%
Salaries - Temporary	47,256	-	-	0.00%
FICA Benefits	21,484	23,016	21,102	-8.32%
VRS Benefits	10,187	12,989	12,942	-0.36%
City Retirement Benefits	-	-	-	0.00%
Health Medical Benefits	23,079	34,377	18,590	-45.92%
Group Life Benefits	-	-	2,925	100.00%
Disability Insurance	1,443	1,581	1,915	21.14%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	364	224	460	105.01%
Section 125 Administration	-	63	-	-100.00%
Deferred Compensation Payment	1,206	2,080	2,080	0.00%
Professional Services	4,999	2,800	4,800	71.43%
Repairs & Maintenance	452	315	315	0.00%
Maintenance Service Contracts	492	520	520	0.00%
Printing & Binding	17,722	23,000	24,005	4.37%
Advertising	245	520	790	51.92%
Central Copying Services	-	315	150	-52.38%
Postal Services	11,697	13,400	13,802	3.00%
Telecommunication Services	1,433	1,665	2,400	44.14%
Equipment lease	-	-	1,500	100.00%
Travel - Mileage	-	210	350	66.67%
Travel Conferences/Education	-	1,350	3,500	159.26%
Dues & Association Memberships	-	460	460	0.00%
Office Supplies	3,124	2,600	2,678	3.00%
Other Operating Supplies	509	315	-	-100.00%
Machinery & Equipment	272	-	-	0.00%
Furniture & Fixtures	-	-	-	0.00%
	387,583	392,584	391,120	-0.37%

### Property Tax Relief Program FY 2007–2008

The City sponsors Real Estate Tax, Personal Property Tax, Rent, and Automobile Decal Fee Relief programs for residents who are age 65 years or older or who are permanently disabled. The goal of these programs, which target residents who have incomes less than 50 percent of the area median, is to help participants remain in their homes and/or maximize their available income.

Program	Benefit
Real Estate Tax Relief	Real Estate Tax relief through exemption and deferrals to offset the burden of tax increases and enable participants to remain in their homes. Provided 53 individuals with real estate tax relief.
Rent Relief	Provides a yearly rebate on rent paid the previous calendar year to offset the burden of increasing rents and enable participants to maintain residence in the City. Provided seven individuals with rent relief.
Personal Property/Auto Decal Relief	Exempts eligible residents from the \$25 sticker fee and also exempts \$25 of personal property taxes to help offset the burden of transportation costs for very low income households, many of whom rely on disability or social security. Provided 31 individuals with auto tag and/or personal property tax relief.

### Property Tax Relief Program Budget Trend - FY 2003–2008



2003	2004	2005	2006	2007	2008
94,000	86,000	103,700	118,800	123,300	123,075
	-8.51%	20.58%	14.56%	3.79%	-0.18%

**Note:**

- Slight decrease due to residents qualifying for personal property/ auto decals.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Property Tax Relief</b>				
Local Auto Tax Exemption	-	900	800	-11.11%
Personal Property Tax Relief	-	900	775	-13.89%
Real Estate Tax Exemption	-	110,000	110,000	0.00%
Rental Relief Payments	8,434	11,500	11,500	0.00%
	8,434	123,300	123,075	-0.18%



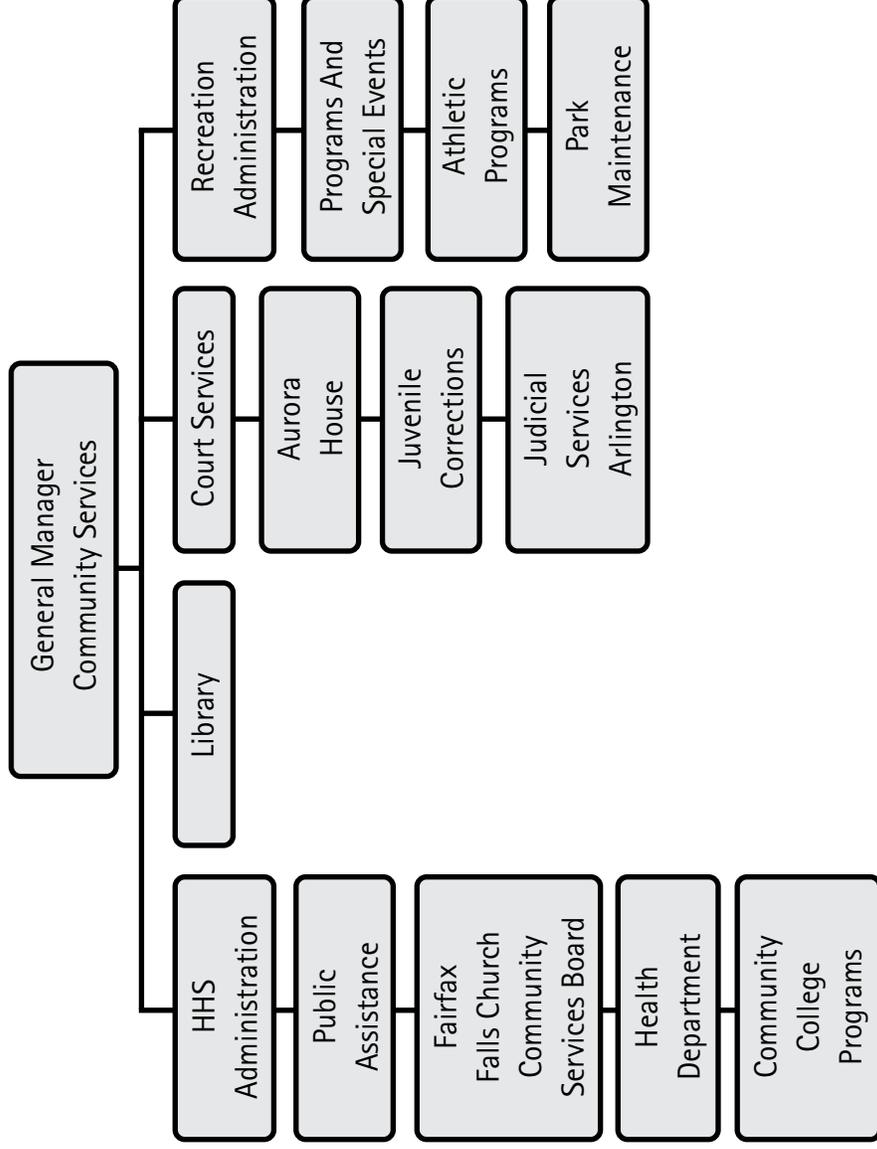
# Community Services Expenditures



CITY OF **FALLS**  
**CHURCH**



# COMMUNITY SERVICES



## COMMUNITY SERVICES EXPENDITURES

### Housing And Human Services Division Administration FY 2007–2008

The Housing and Human Services (HHS) Division builds a stronger, healthier, and more secure community by offering a range of comprehensive services to help City residents in need. Assistance includes supportive services, such as counseling, case management, resource and referral, and a variety of housing and community development programs, such as rental assistance, tax relief, homeownership assistance, and development of affordable housing. Particular focus is directed at providing critical human services to vulnerable populations including seniors, at-risk families and individuals, residents with limited English proficiency, victims of domestic violence, individuals with disabilities; homeless individuals; and housing services to serve households of low and moderate incomes. These populations often have fewer resources and options than the community at large.

Program	Benefit
Information and Referral Case Management Counseling Crisis Intervention	Provision of information and referrals, case management and/or crisis intervention to meet immediate needs to enable clients to solve problems and achieve stability. Responded to 1,777 information requests and referral calls.
ADU Marketing and Administration	Continue marketing program, application and certification process for ADU rentals, sales and resales to enable low and moderate income and disabled households to secure permanent housing. Monitor and recertify all units. Four new ADUs were occupied at the Byron; one ADU was resold to first time homebuyer; 167 ADU applications processed.
Affordable Housing Strategy Implementation	Develop policy and implementation strategies including new construction and preservation as well as financing. Completed housing assessment study and will develop procurement process for leveraging \$2M CIP funds to create/preserve affordable housing. Provided housing services to 731 persons and served on two development teams with an expectation of increasing number of development projects and City Center.
Landlord-tenant counseling	Provide information, referrals and interventions, if needed, to tenants and landlords to prevent evictions and promote stability in rental properties. Responded to 81 landlord/tenant complaints.
Winter Hill HAP Contract Community Development Block Grant	Complete monitoring mandates as required by federal HAP contract and CDBG funds to ensure continued subsidy for Winter Hill and continued allocation of funds that provide housing to low- and moderate- income and/or disabled persons and housing for low-income elderly and disabled.
Develop and coordinate community resources	Work with other community providers to maximize resources to enable residents to meet their essential needs. Provided homeless prevention to 33 persons; domestic violence services to 38 persons.

- Employees:**
- 1.0 - Director of Housing and Human Services
  - 1.0 - Program Analyst
  - 2.0 - Human Services Specialist
  - 2.0 - Housing Specialists
  - 1.0 - Housing Development Specialist
  - 1.0 - Sr. Administrative Assistants
  - 0.0875 - Administrative Assistants

**Objectives:**

Housing

- Expand housing choices by increasing number of new affordable units through participation in development teams related to City Center and special exception mixed-use projects.
- Institute affordable housing development incentives and financing strategies based on City Affordable Housing Needs Assessment study.
- Secure a project that will preserve or develop affordable housing using \$2M in CIP funds as financial leverage by June 30, 2008.

Human Services

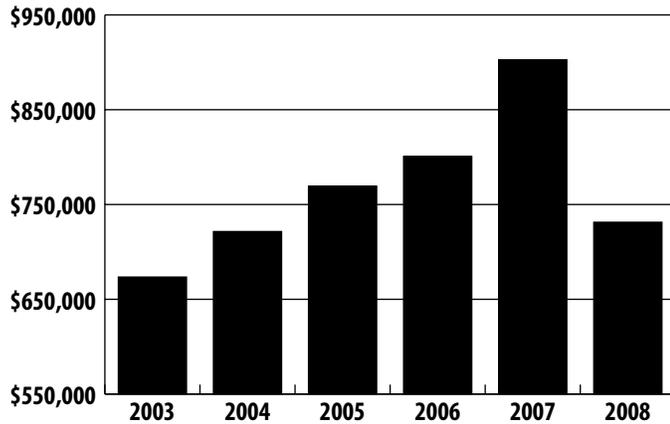
- Evaluate consolidation of Housing Commission, Senior Commission and HSAC by January 30, 2008.
- Evaluate consolidation of CDBG/HOME and Community Services Fund grant process by June 30, 2008.
- Expand services to low and moderate income City residents and employees through tax assistance program by May 30, 2008.
- Provide a cost-benefit analysis of the contractual services the City receives through the Fairfax County Departments of Family Services and Public Health and the Fairfax-Falls Church Community Services Board by June 30, 2008.

**Performance Measures:**

- Adhere to all federal, state, and local laws and regulations pertaining to the administration of Community Development Block Grant (CDBG), Section 8, and Home Investment Partnership (HOME) programs by established audit and reporting deadlines, as measured by 100 percent compliance rating through audits by Arlington County, the U.S. Department of Housing and Urban Development, and/or the City-designated auditing firm.
- Leverage an affordable housing preservation project by June, 2008.
- Create standard package of incentives for developers for creation of ADUs in new development.
- Provide a minimum of 20 individual counseling sessions for tax preparation assistance by April 30, 2008.
- Receive a 90 percent satisfaction rating for disposition of information and referral requests, emergency assistance, crisis intervention, and short-term case management, as measured by quarterly follow-up inquiries to no less than 10 percent of all callers/appllicants.

## COMMUNITY SERVICES EXPENDITURES

### Housing And Human Services Division Administration Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
673,622	721,635	769,465	800,866	902,694	731,450
	7.13%	6.63%	4.08%	12.71%	-18.97%

Note:

- General Manager for Community Services and Administrative Assistant removed from HHS.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Housing and Human Services</b>				
Salaries - Regular	578,860	711,889	561,773	-21.09%
Salaries - Regular	3,261	-	-	0.00%
Salaries - Regular	8,032	-	-	0.00%
Salaries - Regular	11,878	-	-	0.00%
Salaries - Regular	384	-	-	0.00%
Salaries - Overtime	289	-	-	0.00%
Salaries - Temporary	5,708	-	-	0.00%
Salaries - Temporary	120	-	-	0.00%
FICA Benefits	43,603	52,732	42,976	-18.50%
FICA Benefits	243	-	-	0.00%
FICA Benefits	599	-	-	0.00%
FICA Benefits	894	-	-	0.00%
FICA Benefits	9	-	-	0.00%
FICA Benefits	-	-	-	0.00%
FICA Benefits	29	-	-	0.00%
City Retirement Benefits	7,279	13,090	25,842	97.42%
City Retirement Benefits	45	-	-	0.00%
City Retirement Benefits	145	-	-	0.00%
City Retirement Benefits	174	-	-	0.00%
City Retirement Benefits	7	-	-	0.00%
Health Medical Benefits	37,889	47,042	23,424	-50.21%
Health Medical Benefits	170	-	-	0.00%
Health Medical Benefits	482	-	-	0.00%
Health Medical Benefits	790	-	-	0.00%
Health Medical Benefits	55	-	-	0.00%
Group Life Benefits	5,351	3,722	5,932	59.37%
Group Life Benefits	28	-	-	0.00%
Group Life Benefits	67	-	-	0.00%
Group Life Benefits	117	-	-	0.00%
Group Life Benefits	11	-	-	0.00%
Disability Insurance	3,900	2,714	4,157	53.17%
Disability Insurance	22	-	-	0.00%

## COMMUNITY SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
Disability Insurance	61	-	-	0.00%
Disability Insurance	86	-	-	0.00%
Disability Insurance	5	-	-	0.00%
Workers' Compensation Benefits	827	435	771	77.24%
Section 125 Administration	-	81	-	-100.00%
Deferred Compensation Payment	6,812	7,160	4,680	-34.64%
Deferred Compensation Payment	27	-	-	0.00%
Deferred Compensation Payment	66	-	-	0.00%
Deferred Compensation Payment	118	-	-	0.00%
Professional Services	26,681	16,660	14,660	-12.01%
Temporary Help Service Fees	-	-	-	0.00%
Repairs & Maintenance	-	-	-	0.00%
Maintenance Service Contracts	365	1,200	1,200	0.00%
Printing & Binding	444	1,150	3,050	165.22%
Advertising	-	800	2,400	200.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Electrical Services	-	-	-	0.00%
Postal Services	2,390	2,370	2,220	-6.33%
Telecommunication Services	4,085	9,000	7,600	-15.56%
Lease/Rental of Equipment	-	-	-	0.00%
Lease/Rental of Buildings	-	-	-	0.00%
Rental Fee - Motor Pool	-	1,100	1,279	16.23%
Credit Report Fees	-	1,300	1,300	0.00%
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	11,544	12,500	12,500	0.00%
Training	-	-	-	0.00%
Dues & Association Memberships	1,612	2,300	3,135	36.30%
Special Activities	1,167	2,650	1,650	-37.74%
Office Supplies	5,963	10,202	8,902	-12.74%
Books & Subscriptions	853	2,600	2,000	-23.08%
Materials from Donations	-	-	-	0.00%
Furniture & Fixtures	14,419	-	-	0.00%
	787,961	902,697	731,450	-18.97%

## COMMUNITY SERVICES EXPENDITURES

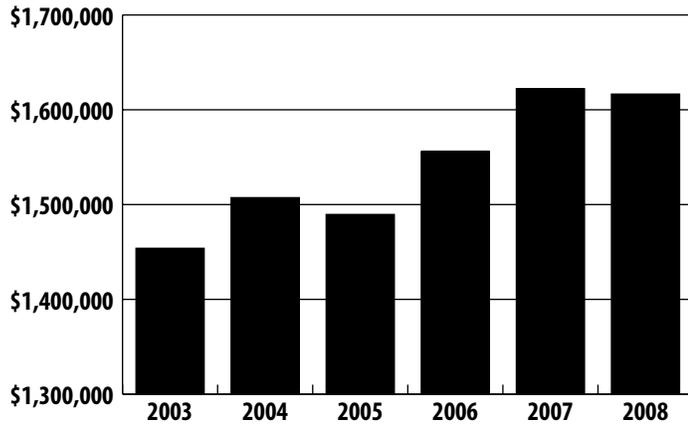
### Housing And Human Services Division Public Assistance Programs FY 2007–2008

The Housing and Human Services Division provides a variety of services and programs to foster healthy and resilient children, youth and families; to help the elderly and individuals with disabilities maintain self-sufficiency in the community; to assist residents with limited English proficiency, individuals who are homeless and families and individuals of low and moderate income who require housing assistance to maintain their residency in the City.

Program	Benefit
Community Services Fund	Provides local grants to community organizations to meet the basic needs of City residents. Provided more than 1,300 bed nights of emergency shelter; transitional housing for 16 households, 62 residents with legal services, 400 residents with emergency and supportive services to meet basic needs.
Dept. of Family Services/Fairfax County	Provides an array of services to families and individuals, including State mandated services such as Child and Adult Protective Services and other critical services such as emergency shelter and public welfare benefits to households who do not have the resources to meet their basic needs. Conducted 16 CPS/ four APS investigations; maintained 30 Medicaid cases/month; provided food stamps to eight families/month.
Community Development Block Grant and Home Investment Partnerships (HOME) Programs	Federal funds provide grants to organizations that promote housing and community development programs to benefit low and moderate-income households.
Section 8 Housing Assistance Payment Program	Federal rent subsidy to provide housing for low-income seniors and disabled individuals who would otherwise be unable to afford housing in the City.
Fare Wheels	Provides a \$40/month transportation stipend to income eligible elderly and disabled individuals who need the service to do shopping, attend doctor's appointments, etc. Provided stipends to 54 program participants.
Comprehensive Service Act Fund	Provides help to troubled youth and their families through the provision of services to strengthen the family unit.
Special Housing Fund	Provides rent subsidy assistance to ease the burden of high rents to low income households.
Emergency Assistance Fund	Provides emergency financial assistance to enable households to meet urgent needs.

**COMMUNITY SERVICES EXPENDITURES**

**Housing And Human Services Division Public Assistance Programs Budget Trend - FY 2003-2008**



2003	2004	2005	2006	2007	2008
1,454,042	1,507,445	1,489,725	1,556,025	1,622,325	1,616,702
	3.67%	-1.18%	4.45%	4.26%	-0.35%

**Notes:**

- Increase in contract service costs offset by decrease in CDBG/HOME and FCHC moved to a separate cost center.
- Does not reflect reimbursements for CDBG/HOME and Winter Hill Section 8 Rental payments.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Public Assistance</b>				
Area Agency on Aging	50,425	50,425	50,425	0.00%
Comprehensive Services Act	127,443	175,000	175,000	0.00%
Dept Social Services - Service	27,458	100,000	100,000	0.00%
Dept Social Services - Admin	224,857	230,000	230,000	0.00%
FC Community Service Council	-	-	-	0.00%
Home Match	-	-	-	0.00%
FC Community Service Council	-	-	-	0.00%
Subsidy Day Care	256	2,500	2,000	-20.00%
Rental Assistance Payments	40,420	40,500	40,500	0.00%
Legal Services of No. Virginia	-	-	-	0.00%
FC Transportation Subsidy	27,288	27,300	27,300	0.00%
Falls Church Housing Corp	105,002	105,000	105,000	0.00%
Local Grant - BDAG	-	-	-	0.00%
NoVA Health Systems Agency	-	-	-	0.00%
Washington Ear	-	-	-	0.00%
CADRE	-	-	-	0.00%
All Other Grants	71,528	80,000	83,000	3.75%
Emergency Assistance	1,775	5,000	2,500	-50.00%
Housing Assistance Section 8	625,606	671,000	671,000	0.00%
HOME Allocation Grant	41,115	50,000	48,890	-2.22%
CDBG Expenditures	144,664	85,600	81,087	-5.27%
Grant Expenditures	-	-	-	0.00%
Expenditure Recovery-Section 8	-	-	-	0.00%
	1,487,838	1,622,325	1,616,702	-0.35%

## COMMUNITY SERVICES EXPENDITURES

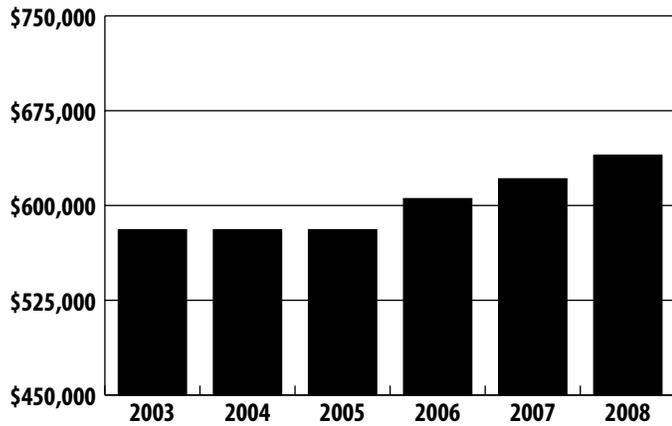
### Housing And Human Services Community Services Board FY 2007–2008

The Fairfax-Falls Church Community Services Board (CSB) was created in 1969 by a joint resolution of Fairfax County and the Cities of Fairfax and Falls Church. The Housing and Human Services Division contracts with the CSB to provide City residents access to services related to mental health, mental retardation, and alcohol and drug abuse. The goal of these programs is to provide specific programs and services to enable City residents to meet treatment needs and to provide programs that will empower them to live self-determined, productive and valued lives. The number of residents served in FY 2006 annually was 123 through mental health programs; 51 through mental retardation programs; 83 through alcohol and drug abuse programs. The programs allow these residents to remain in the community and maintain family and community ties.

Program	Benefit
Mental Health Services	Provides direct services such as psychiatric assessments, administering and monitoring of medication, counseling, and treatment and emergency services enabling residents to receive treatment and maintain health within the community. Additional vendor services such as psychosocial rehabilitation, sheltered and transitional employment, treatment for at-risk children, supported residential services, group homes, supervised apartments, supported living arrangement and emergency shelter provide further options for residents that help them to remain in the community and reach their potential.
Mental Retardation Services	Provides direct services such as case management, behavior management, early intervention services, residential services, job placement services and emergency services enabling residents to meet their needs, remain in the community, and become contributing members of the community. Vendor services provide further employment, vocation, and residential services to enable participants to achieve a greater degree of self-determination. See below for early intervention services.
Alcohol and Drug Services	Provides numerous substance abuse treatment, prevention and early intervention services, including residential services, outpatient services, detoxification, case management, day treatment, aftercare, and transitional living services, making it easier for residents to receive treatment and support and alleviating the negative effects of alcohol and drug abuse on families and communities.
Infant and Toddler Connection	Early intervention services previously included in mental retardation services. Provides mental retardation services to infants and toddlers residing in the City.

**COMMUNITY SERVICES EXPENDITURES**

**Housing And Human Services Community Services Board Budget Trend - FY 2003-2008**



2003	2004	2005	2006	2007	2008
580,852	580,852	580,852	605,533	621,216	639,852
	0.00%	0.00%	4.25%	2.59%	3.0%

**Notes:**

- Cost determined by contract agency; no increases given in FY 2004 and FY 2005.
- Escalating drug cost, unfunded translation costs, adjusted state and federal grant awards and increased administrative costs prorated to jurisdictions based on population.
- Infant and toddler services now tracked separately; previously included as part of mental retardation services.

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Community Services Board</b>				
Mental Health	239,561	255,244	255,244	0.00%
Mental Retardation	150,699	150,699	150,699	0.00%
Substance Abuse	118,355	118,355	118,355	0.00%
Chapter X Board	96,918	96,918	96,918	0.00%
Infant and Toddler Connection	-	-	18,636	-
	605,533	621,216	639,852	3.00%

**COMMUNITY SERVICES EXPENDITURES**

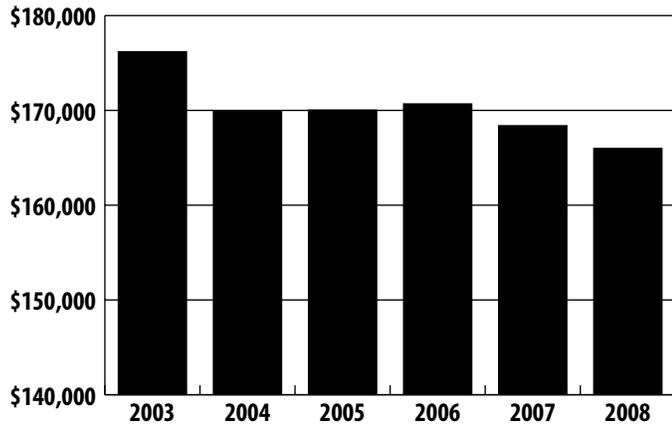
**Housing And Human Services Division Health Department FY 2007–2008**

The City contracts with the Fairfax County Department of Health to provide a variety of public health services to City residents and businesses. A wide range of services are provided relating to child and maternal health, senior health, communicable disease control, environmental health, and bio-terrorism. The goal of these programs is to protect the health of the residents and the community, prevent disease, and promote individual and environmental health.

Program	Benefit
General Health Services	Public health and school health nurses provide health services in the community to residents to meet health needs as they occur and prevent more serious medical issues. A clinic, located on Leesburg Pike offers immunizations, telephone health advice, flu shots, pregnancy testing, TB testing, refugee health screening, maternity services, and women and infant care. Sanitation and housing code inspections/enforcement target and remediate unsafe and unhealthy conditions preventing exposure of residents to potentially dangerous environments. Provided approximately 1,486 health clinic visits; and conducted approximately 159 environmental health inspections. Includes coordination of public health emergency plans and participation with regional groups for West Nile Virus and Pandemic Flu planning.
Adult Day Health Care	Provides a variety of services for impaired adults who do not need institutionalization but cannot safely live independently. The multi-disciplinary program helps clients achieve an optimal level of health, prevent further disabilities, and provide respite for family members and caregivers. Provided approximately seven adult day care visits.
Community Health Care Network	Provides primary health care services to low-income, uninsured residents who cannot afford medical services. The Clinic, which serves as an enrollee's "family provider" is conveniently located in Bailey's Crossroad area. Services include chronic health care, family planning, wellness care, medications, laboratory tests, pre-natal care, immunizations, referrals to specialists and more. Provided 19 primary care health visits.

**COMMUNITY SERVICES EXPENDITURES**

**Housing And Human Services Division Health Department Budget Trend - FY 2003-2008**



2003	2004	2005	2006	2007	2008
176,200	169,950	170,050	170,700	168,400	166,000
	-3.55%	0.06%	0.38%	-1.35%	-1.43%

**Note:**

- Cost based on actual client use: decrease in number of participants.

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Health Department</b>				
Professional Health Services	-	100	100	0.00%
Adult Day Health Care	44	7,100	4,000	-43.66%
Community Health Network	5,948	29,200	26,900	-7.88%
Fairfax Health Dept	126,176	132,000	135,000	2.27%
	132,168	168,400	166,000	-1.43%

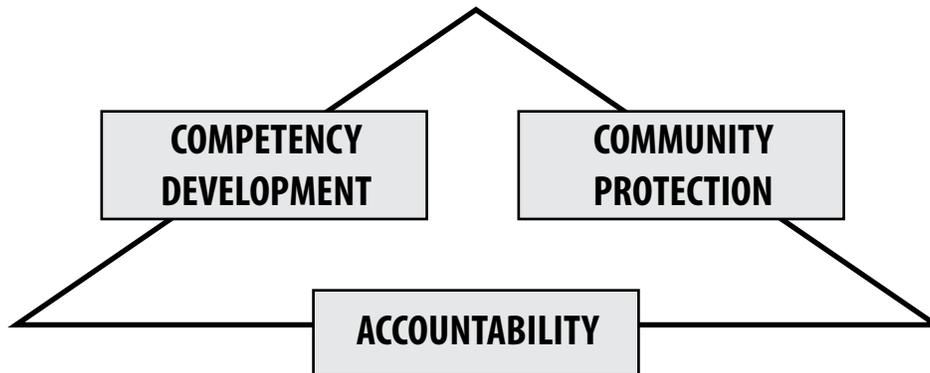
## COMMUNITY SERVICES EXPENDITURES

### Court Services Division FY 2007–2008

The Court Services Division provides intake, probation and treatment services to juveniles and adults who come before the Falls Church Juvenile and Domestic Relations District Court (JDR). The JDR Court has jurisdiction in cases involving juveniles, as well as when offenses are committed against family members. Cases typically include child custody, child abuse and neglect, truancy, running away from home, juvenile delinquency, and domestic violence. There are four activities within the division, each with its own budget: Court Services Unit, Aurora House, Juvenile Correctional Services, and Judicial Services.

The Court Service Unit (CSU) provides three general types of services: Court Intake and Diversion, Adult Probation, and Juvenile Probation. The CSU intake service assists victims, police officers, parents, school officials, and child welfare professionals in filing complaints or petitions seeking court action. The adult probation counselor supervises adult offenders before the court for domestic violence and monitors their compliance with court-ordered sanctions, counseling, and adult protective orders. Through juvenile probation services the CSU applies a balanced approach in its mission to serve the City's most troubled youth. The unit seeks to protect the community through the use of graduated incentives/sanctions, secure out-of-home placements such as detention, and through careful supervision, monitoring, and reporting of offenders' compliance. Secondly, the CSU seeks accountability for offenders through services like restitution, community service, and first-time offender programs. Finally, the CSU promotes competency development through counseling and case management services for drug treatment, problem solving, anger management, and relapse prevention.

#### Court Services Unit: Balanced Approach



In FY 2008, CSU Intake Officers will prepare and file approximately 120 petitions with the Clerk of Court. It is estimated that these will include 65 misdemeanor, 15 felony, 15 truancy, and 7 child abuse and neglect complaints, 10 child custody petitions, 5 child support petitions, and 3 requests for adult protective orders. CSU probation counselors will provide court supervision to approximately 85 youth and 31 adults during the year, with a monthly average of approximately 65 cases. Counselors will conduct approximately 928 counseling sessions, conduct 15 pre-sentence or child custody investigations, and prepare an estimated 30 social histories. The CSU will place approximately 50 youth in community service worksites and supervise their performance of approximately 1,800 hours of service. Probation Counselors will facilitate approximately 50 interagency team meetings. Additionally, CSU staff will file approximately 25 probation violations during the year.

**Employees:** 0.75 - Director of Court Services  
1.0 - Senior Administrative Assistant  
2.0 - Probation Counselors

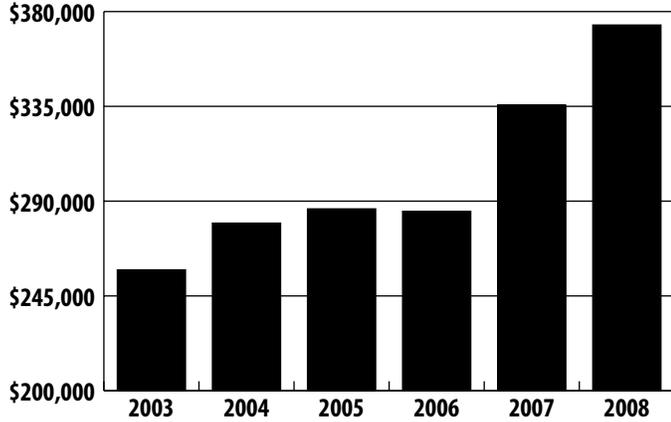
#### Objectives:

- Provide effective probation services to youth and adults that lead to successful completion of probation.
- Reduce criminal and status offenses among youth and adults entering the JDR Court System.
- Assist youth and adults in participating in effective mental health, substance abuse, and other treatment services.

**Performance Measures:**

- At least 75 percent successfully complete probation.
- Recidivism rate among juveniles, after one year is no greater than 30 percent.
- At least 75 percent of the youth who are assigned to a Court-ordered substance abuse, mental health, or other treatment program successfully complete the program.
- Recidivism rate among adults, after one year is no greater than 30 percent.

**Court Services Division Budget Trend - FY 2003-2008**



2003	2004	2005	2006	2007	2008
257,448	279,624	286,393	285,243	335,596	373,682
	8.61%	2.49%	-0.40%	17.65%	11.35%

**Notes:**

- The FY 2007 increase is due in part to the reallocation of an additional 25 percent of the Court Services Director position to this cost center. There is a corresponding decrease in the Aurora House cost center.
- The FY 2008 change is due to increases in the office lease rate, salaries, and fringe benefits for the CSU. Market competition, reclassification, and the need for bi-lingual Spanish-speaking probation officers resulted in the salary adjustments increases.

## COMMUNITY SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Court Services</b>				
Salaries - Regular	188,172	230,286	258,715	12.35%
Salaries - Overtime	1,358	-	-	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	13,859	17,687	19,152	8.29%
City Retirement Benefits	2,667	4,606	11,901	158.39%
Health Medical Benefits	18,269	19,437	20,617	6.07%
Group Life Benefits	1,821	1,626	2,732	68.04%
Disability Insurance	1,295	1,186	1,915	61.50%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	250	245	344	40.50%
Section 125 Administration	-	38	-	-100.00%
Deferred Compensation Payment	516	910	390	-57.14%
Professional Services	163	3,500	2,775	-20.71%
Repairs & Maintenance	2,698	4,950	3,800	-23.23%
Maintenance Service Contracts	-	-	-	0.00%
Printing & Binding	198	695	650	-6.47%
Advertising	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Postal Services	116	400	500	25.00%
Telecommunication Services	5,930	7,200	9,200	27.78%
Vehicle Insurance	-	900	-	-100.00%
Lease/Rental of Equipment	1,379	1,500	1,400	-6.67%
Lease/Rental of Buildings	25,947	29,295	31,080	6.09%
Rental Fee - Motor Pool	-	497	1,032	107.69%
Travel - Mileage	1,094	600	400	-33.33%
Travel Conferences/Education	775	1,250	1,250	0.00%
Dues & Association Memberships	45	300	190	-36.67%
Office Supplies	1,427	2,540	2,540	0.00%
Books & Subscriptions	708	2,400	2,400	0.00%
Other Operating Supplies	586	2,350	300	-87.23%
Furniture & Fixtures	-	1,200	400	-66.67%
Motor Vehicles & Equipment	16,799	-	-	0.00%
	286,071	335,596	373,682	11.35%

## Aurora House FY 2007–2008

Aurora House provides long-term, residential treatment to adolescent females who are under the formal supervision of the Juvenile and Domestic Relations District Court. The Group Home has a capacity of 12, and serves Arlington County, the City of Alexandria, and the City of Falls Church. The program directly assists girls and their families by providing therapeutic services that address serious emotional, educational, and behavioral problems in a nurturing, structured and supervised living environment. Teenage girls are placed in Aurora House only by order of the juvenile court. Since Aurora House is a local program, girls remain in their community and continue to attend public schools. Additionally, this allows Aurora House to provide intensive services to parents, including family counseling and parenting education. The City administers the program and receives revenue for its operation from participating jurisdictions based on their proportionate use.

Aurora House serves an average of 20 adolescent girls every year with comprehensive services that include individual, group, and family counseling, educational enrichment, and recreational activities. In FY 2008, Aurora House counselors will facilitate an estimated 208 therapeutic peer groups, and conduct 468 individual counseling sessions. Family workers will provide more than 480 family counseling sessions and 52 parenting groups. Other therapeutic services will include developing approximately 45 individual treatment plans, writing more than 60 progress reports, and facilitating approximately 108 case consultations. As part of the educational enrichment services, staff performs daily school attendance checks (1,620 telephone calls annually), and attends more than 81 school conferences and related meetings per school year. Also, members of the community volunteer at the facility providing more than 400 hours of tutorial services to residents annually. To complement our educational program, staff coordinates at least 125 recreational and other enrichment activities each year.

<b>Employees:</b>	0.25 - Court Services Director
	1.0 - Group Home Manager
	1.0 - Residential Supervisor
	1.0 - Senior Administrative Assistant
	3.0 - Group Home Counselors
	1.0 - Overnight Counselor
	0.6 - Food Service Coordinator
	1.0 - Temporary and Substitute Counselor

### Objectives:

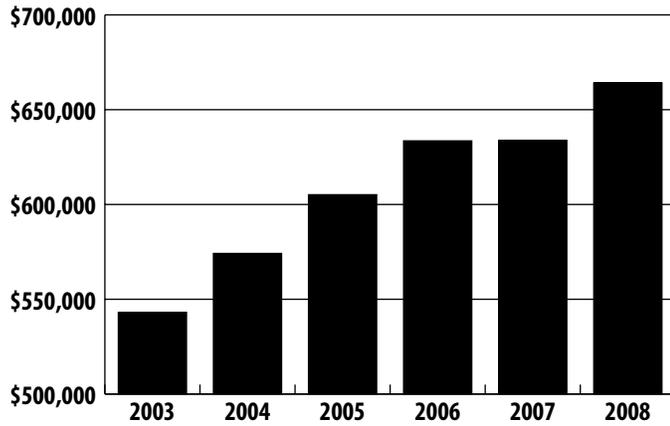
- Assist residents and parents in developing successful patterns of interacting at home, school, with peers, and in the community.
- Plan, coordinate, and evaluate comprehensive services for every resident of Aurora House.
- Promote residents' academic and behavioral success in school.
- Cultivate referrals to the program and evaluate the ability of Aurora House to meet the needs of prospective and current residents.

### Performance Measures:

- Achieve an annual success rate of 70 percent among graduates from the program after one year, post services (recidivism rate of 30 percent or less).
- Achieve a parental participation rate of 85 percent in family counseling and parenting group services annually.
- Maintain an annual completion rate of girls admitted into the program of at least 75 percent.
- To increase program participants' grade point average by at least 1.0 by program completion.
- Maintain an average utilization of 85 percent (10 residents) in the program annually.

## COMMUNITY SERVICES EXPENDITURES

### Aurora House Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
543,182	574,250	605,226	633,630	633,867	664,168
	5.72%	5.39%	4.69%	0.04%	4.48%

**Note:**

- FY 2008 increases due to allocation of funds to Profession Health Services for the purchase of contractual family therapy services for residents of Aurora House. This allocation has been included in consultation with CSU staff from Arlington County, which will incur approximately 90 percent of the increase.

**COMMUNITY SERVICES EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Aurora House</b>				
Salaries - Regular	436,847	433,810	434,647	0.19%
Salaries - Overtime	7,210	-	-	0.00%
Salaries - Temporary	39,456	34,373	35,822	4.22%
FICA Benefits	36,322	36,025	35,778	-0.69%
City Retirement Benefits	6,024	8,676	19,994	130.44%
Health Medical Benefits	26,182	36,065	29,912	-17.06%
Group Life Benefits	4,117	3,813	4,590	20.37%
Disability Insurance	3,024	2,780	3,216	15.68%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	1,680	847	1,672	97.39%
Section 125 Administration	-	156	-	-100.00%
Deferred Compensation Payment	2,763	2,730	2,730	0.00%
Professional Health Services	-	300	20,352	6684.00%
Other Professional Services	5	-	-	0.00%
Repairs & Maintenance	4,044	8,950	8,950	0.00%
Maintenance Service Contracts	884	1,536	1,536	0.00%
Printing & Binding	-	420	420	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Electrical Services	6,808	9,250	9,250	0.00%
Heating Services	7,228	7,500	7,500	0.00%
Water & Sewer Services	1,877	2,484	2,484	0.00%
Postal Services	152	160	250	56.25%
Telecommunication Services	4,720	5,500	6,100	10.91%
Fire Insurance	1,425	1,250	1,250	0.00%
Vehicle Insurance	900	927	-	-100.00%
Lease/Rental of Equipment	1,281	1,285	1,285	0.00%
Rental Fee - Motor Pool	-	497	1,379	177.38%
Travel - Mileage	-	200	200	0.00%
Travel Conferences/Education	593	1,400	1,400	0.00%
Dues & Association Memberships	180	270	270	0.00%
Office Supplies	2,145	2,000	2,000	0.00%
Food & Food Service Supplies	18,244	20,000	20,000	0.00%
Custodial Supplies	110	750	750	0.00%
Linen Supplies	146	175	175	0.00%
Repair & Maintenance Supplies	-	100	100	0.00%
Books & Subscriptions	187	362	362	0.00%
Education & Recreation Supply	3,203	3,000	3,520	17.33%
Other Operating Supplies	734	1,075	1,075	0.00%
Materials from Donations	5,112	5,200	5,200	0.00%
Capital Expenditures	-	-	-	0.00%
Furniture & Fixtures	5,796	-	-	0.00%
	629,400	633,867	664,168	4.78%

## COMMUNITY SERVICES EXPENDITURES

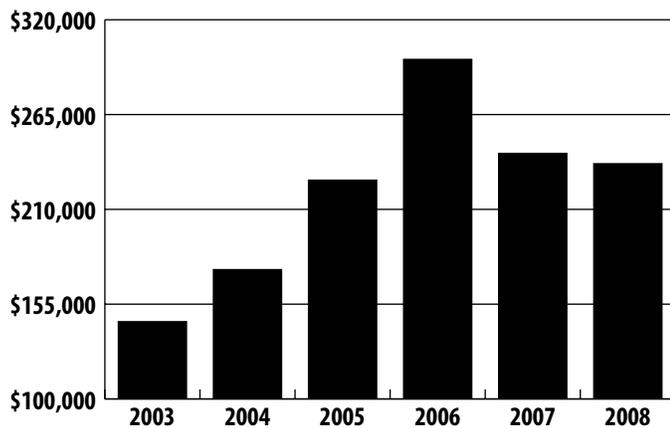
### Juvenile Correctional Services FY 2007-2008

In addition services provided by the Court Services Division, the City participates in the operation of several regional juvenile court programs. These are purchased from Arlington County, Alexandria City, or private vendors. The City's share of costs for the Northern Virginia Juvenile Detention Center is included in this cost center. For each of these programs, the City pays only for its actual use of the service based on a per diem rate. By cooperating with other jurisdictions to provide these services, the City is able to greatly expand the alternatives available to the juvenile court at significantly lower costs.

Through these contract services, CSU staff facilitates placement in the Northern Virginia Juvenile Detention Center, of approximately 23 youths for an estimated total of 607 days. Annually, the probation staff also coordinates placement of one or more boys in the Argus House Boys Group Home, one or more girls in the Girls Outreach Program, and approximately 16 youths in the Detention-Diversion Program. Additionally, through the Fairfax-Falls Church Comprehensive Services Act (CSA), staff arrange for approximately three youth to receive Home-Based Counseling and one youth to enter residential treatment, annually.

**Employees:** 0.0 - FTEs (Contractual Services)

### Juvenile Correctional Services Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
144,935	175,128	227,030	297,102	242,571	236,568
	20.83%	29.64%	30.86%	-18.35%	-2.47%

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Juvenile Corrections</b>				
Argus House	9,166	16,078	21,891	36.15%
Comprehensive Services Act	48,820	50,273	52,531	4.49%
Detention Diversion Program	-	15,025	17,040	13.41%
Girls Out Reach Program	1,036	434	-	-100.00%
Probation Services	40,384	39,455	39,527	0.18%
No VA Sheltercare	1,085	12,813	10,000	-21.95%
NoVA Juvenile Detention Home	151,751	108,493	95,579	-11.90%
	252,241	242,571	236,568	-2.47%

**Judicial Services FY 2007-2008**

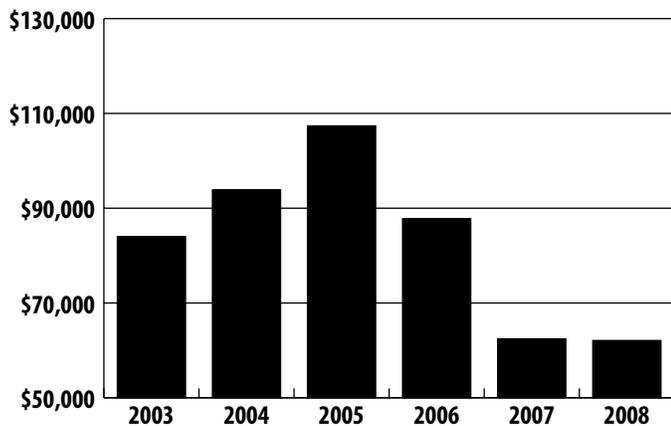
The City of Falls Church is part of the 17th Judicial District and Circuit. The City receives numerous services from various offices of the Court System that are operated by Arlington County. Arlington County provides, at its cost, offices, materials, supplies and other support to these various entities. Because the City jointly uses these services, it pays the City's proportional share of the County's costs. Proportionate share refers to the relative population of Falls Church City to the total population of the combined jurisdictions. For FY 2008, Falls Church City is estimated to be 5.16 percent of the combined population of Arlington County and the City of Falls Church.

City support for the Judicial Services provided through this cost center include those of the Circuit Court; Circuit Court Clerk's Office; the General District Court; the General District Court Magistrate Chambers; the Juvenile and Domestic Relations District Court; and the services of the Arlington County Commonwealth's Attorney's Office.

Through these Judicial Services agreements, the Arlington Circuit Court will hear approximately 235 Falls Church cases. The Falls Church General District Court will have approximately 8,524 new city cases and hold approximately 11,736 hearings. The Falls Church Juvenile and Domestic Relations District Court will have approximately 324 new cases and hold approximately 751 hearings. The Magistrate for the General District Court or Circuit Court will issue approximately 750 warrants.

**Employee:** 0 - FTEs (Contractual Services)

**Judicial Services Budget Trend - FY 2003-2008**



2003	2004	2005	2006	2007	2008
84,022	93,849	107,399	87,793	62,424	62,115
	11.70%	14.44%	-18.26%	-28.90%	-0.50%

**Note:**

- Costs trended downward in FY 2006 and FY 2007 due to credit adjustments to the City as a result of lower than expected costs in FY 2004 and FY 2005.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Judicial Services</b>				
Court Debt Service	-	-	-	0.00%
Commonwealth Attorney	38,621	29,111	24,124	-17.13%
Circuit Court Services	36,761	12,280	18,713	52.39%
GDC Court Services	9,704	16,218	14,968	-7.71%
Judges Chambers	2,706	4,815	4,310	-10.49%
	87,792	62,424	62,115	-0.50%

## COMMUNITY SERVICES EXPENDITURES

### Recreation & Parks Division Administration FY 2007-2008

This Division provides funding to support the administration of the Recreation & Parks Division and the supervision and management of the Falls Church Community Center, Cherry Hill Farmhouse, 12 neighborhood parks, 10 tennis courts, 10 playgrounds, and five basketball courts. The Division also manages the use of the Gage House.

The Falls Church Community Center houses the administrative offices of the Recreation & Parks Division and serves as the focal point of the community. The Center, open 357 days a year, operates more than 5,000 hours annually with an estimated 400,000 visits each year. Programs for toddlers, elementary aged children, teenagers, young adults, and seniors are offered. The Community Center serves as a teen center, recreation center, senior center, entertainment center, information center, and meeting place.

Staff registers approximately 6,000 individuals for classes, sport programs, field trips, camps and other recreation activities, and receives and processes approximately 3,500 room use requests for the Community Center, 250 picnic shelter reservations, 1,000 tennis court reservations, and 36,000 phone calls annually. In addition, the Division collects approximately \$780,000 a year through the assessment of user's fees for programs, activities and rentals.

**Employees:**

- 1.0 - General Manager of Community Services
- 1.0 - Deputy Director of Recreation and Parks
- 1.0 - Senior Administrative Assistant
- 1.0 - Administrative Assistant
- 1.0 - Senior Maintenance Worker
- 2.56 - Maintenance Workers
- 2.71 - Recreation Leaders
- 0.85 - Field Monitors

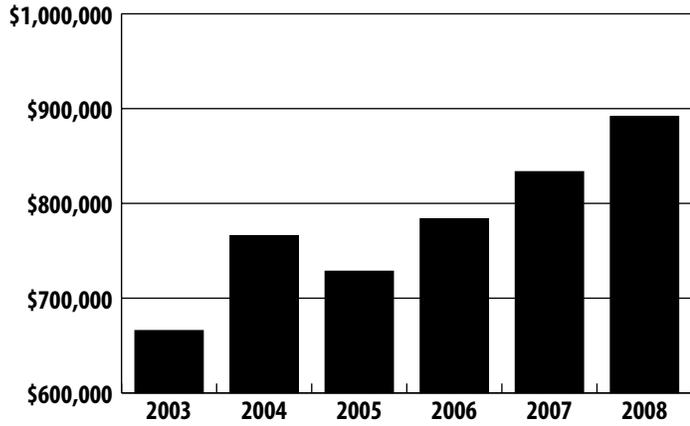
#### Objectives:

- Monitor use of athletic fields, including the new synthetic turf field to protect them from overuse and abuse as outlined in the Schools/City MOU.
- Finalize site plans for the Hamlett/Rees Property and West End Park June 30, 2008.
- Begin process to become a NRPA Accredited Recreation & Parks Agency.
- Collect revenues that will offset at least 45 percent of the Division's operating expenses (excluding park maintenance and capital expenses).
- Work with the Recreation & Parks Advisory Board to complete the annual open space report by Dec. 15, 2007.

#### Performance Measures:

- Monitor facility and equipment rentals to ensure that 95 percent of rentals are processed within five working days following its receipt, and 90 percent of fees are collected prior to the rental.
- Conduct a user's survey in the spring with at least 95 percent of user's rating customer service, facility cleanliness and safety as good or better.

Recreation & Parks Division Administration Budget Trend - FY 2003-2007



2003	2004	2005	2006	2007	2008
665,921	766,006	728,527	783,827	833,526	891,691
	15.03%	-4.89%	7.59%	6.34%	6.91%

## COMMUNITY SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Recreation Administration</b>				
Salaries - Regular	376,192	393,030	423,854	7.84%
Salaries - Overtime	4,885	8,000	8,000	0.00%
Salaries - Temporary	70,963	97,000	97,000	0.00%
FICA Benefits	32,034	37,160	38,491	3.58%
City Retirement Benefits	5,350	7,861	19,497	148.04%
Health Medical Benefits	48,038	57,695	51,923	-10.01%
Group Life Benefits	3,635	3,138	4,476	42.66%
Disability Insurance	2,636	2,288	3,137	37.10%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	7,876	3,017	9,920	228.84%
Section 125 Administration	-	49	-	-100.00%
Deferred Compensation Payment	2,860	3,120	2,600	-16.67%
Professional Services	2,838	3,500	3,500	0.00%
Repairs & Maintenance	36,541	14,000	14,000	0.00%
Maintenance Service Contracts	487	-	-	-
Printing & Binding	11,792	25,000	25,000	0.00%
Automotive - Motor Pools	-	-	-	-
Central Copying Services	-	-	-	-
Electrical Services	25,217	27,000	27,000	0.00%
Natural Gas Services	12,164	11,000	13,000	18.18%
Water & Sewer Services	1,127	3,000	3,000	0.00%
Postal Services	8,440	6,400	6,400	0.00%
Telecommunication Services	6,095	6,500	6,500	0.00%
Lease/Rental of Equipment	523	6,000	6,000	0.00%
Rental Fee - Motor Pool	-	10,954	7,425	-32.22%
Travel - Mileage	389	50	300	500.00%
Travel Conferences/Education	4,297	4,000	6,500	62.50%
NoVA Park Authority	20,194	21,930	22,137	0.94%
No VA Park Authority - Capital	27,189	27,835	27,544	-1.05%
Dues & Association Memberships	975	1,000	1,300	30.00%
Special Activities	5,220	8,000	17,000	112.50%
Office Supplies	2,636	8,000	8,000	0.00%
Custodial Supplies	10,908	12,000	12,000	0.00%
Repair & Maintenance Supplies	1,427	4,000	4,000	0.00%
Uniforms & Wearing Apparel	1,000	2,000	2,000	0.00%
Education & Recreation Supply	10,911	5,000	5,000	0.00%
Other Operating Supplies	17,862	14,000	14,600	4.29%
Small Tools	-	-	-	-
Safety Equipment	-	-	-	-
Furniture & Fixtures	-	-	-	-
Motor Vehicles & Equipment	24,584	-	-	-
	787,284	833,526	891,104	6.91%

## Recreation & Parks Division Programs & Special Events FY 2007–2008

This Division provides funding to support offering a wide variety of recreational programs, activities, hobby classes and special events for citizens of all ages and interest levels. Activities, special events and programs at the Community Center, Cherry Hill Park, Teen Center, Senior Center and Cherry Hill Farmhouse all are funded within this cost center.

At the Teen Center, staff provides a variety of activities, programs and special events for teens. Daily attendance exceeds 25 during the school year, with many of the special events and programs attracting more than 250 teenagers. Each year 10 dances, 50 special events, 43 summer camps, and 11 bus trips are provided to the teens of the community.

At the Senior Center, staff provides an array of activities, programs and special events for senior citizens. Annual offerings at the Senior Center include 55 special events, 1100 programs and activities, and 50 bus trips. Staff also works on the Senior Olympics.

At Cherry Hill Farmhouse, staff provides tours, programs, special events, and interpret-ative activities focusing on the period of the mid to late 1800's. Each year at least 20 special events, 125 tours and two youth camps are held at the Farmhouse. In addition, the house is rented approximately 20 times a year and used for City functions on a regular basis.

The Community Center serves as the focal point for an extensive offering of recreational, hobby and exercise classes. Each year more than 550 classes are offered to citizens, including classes such as ballet, watercolor painting, yoga, aerobics, swimming and tennis. Staff also provides a summer playground program for children as well as a number of summer camps.

Annual special events help to define the Falls Church community, including the 4th of July fireworks program, Memorial Day Festival, Farm Day, Fall Festival, Holiday Craft Show, Halloween Carnival, Art Show and Easter Egg Hunt. In addition, the Division helps co-sponsor the summer concert series and the City's New Year's Eve celebration. More than 50,000 people attend the special events.

**Employees:**

- 2.0 - Program Supervisors
- 2.5 - Recreation Specialists
- 0.288 - Playground Directors
- 1.73 - Recreation Workers
- 0.307 - Water Safety Instructors

### Objectives:

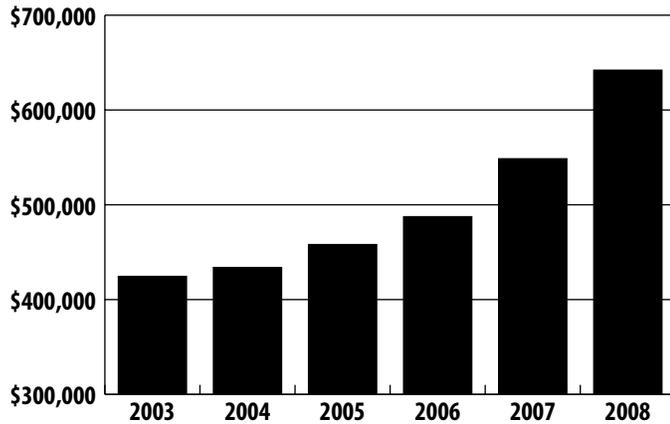
- Raise at least \$20,000 in sponsorship money from businesses and individuals for special events.
- Combine the Fall Festival with the Taste of Falls Church
- Maximize the use of the Community Center class rooms with a target of booking the art room and ballet studio for fee base recreation classes 80 percent of the prime class time which is week day mornings, afternoons and evenings; and all day Saturday.
- Expand the Holiday Craft Show to include vendors on both levels of the Community Center.
- Expand the Movie in the Park Program to include at least three movies.
- Develop a new layout for the shooting of the July 4th fireworks to accommodate the addition of synthetic turf on the stadium field at George Mason High School.
- Celebrate community diversity through the support of the Tinner Hill Festival and Watch Night events.

### Performance Measures:

- All class instructors hired at least 10 days before their class begins.
- At least 60 percent of the recreational hobby classes shall meet the minimum enrollment requirements.
- Have at least 750 attendees at all middle school dances.
- At least 90 percent of the summer camps shall meet minimum enrollment requirements.
- At least 85 percent of program and class participants rate services as satisfactory or above.

## COMMUNITY SERVICES EXPENDITURES

### Recreation & Parks Division Programs & Special Events Budget Trend – FY 2003–2007



2003	2004	2005	2006	2007	2008
424,615	434,018	458,189	487,582	548,703	642,141
	2.21%	5.57%	6.42%	12.54%	17.03%

**Note:**

- In FY 2008, \$65,000 in additional funding is requested to retain an additional program supervisor. The new program supervisor will be responsible for managing the recreation classes. Currently one staff member is responsible for managing all the City's special events and the recreation classes. The additional staff person and the new delineation of duties will permit staff to increase efforts to raise sponsorship monies for special events, maximize use of classroom space at the center, improve current special events, add more "movie in the park" nights and improve the seasonal class brochure. New revenues raised from additional classes and sponsorship money will offset the cost to retain an additional staff person. The budget for this position is shown in Recreation Administration in the proposed budget.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Recreation Programs</b>				
Salaries - Regular	162,028	166,337	236,608	42.25%
Salaries - Overtime	4,644	7,500	7,500	0.00%
Salaries - Temporary	143,655	172,000	167,000	-2.91%
Salaries - Temporary	681	-	-	-
FICA Benefits	23,367	26,496	31,450	18.69%
FICA Benefits	52	-	-	-
City Retirement Benefits	2,220	3,327	10,884	227.17%
Health Medical Benefits	14,024	25,975	32,713	25.94%
Group Life Benefits	1,503	1,318	2,499	89.65%
Disability Insurance	1,071	961	1,751	82.26%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	7,100	3,240	8,177	152.40%
Section 125 Administration	-	30	-	-100.00%
Deferred Compensation Payment	369	520	1,560	200.00%
Lease/Rental of Equipment	14,164	25,000	25,000	0.00%
Lease/Rental of Buildings	14,237	9,000	11,000	22.22%
Dues & Association Memberships	-	-	-	-
Special Activities	94,357	95,000	95,000	0.00%
Education & Recreation Supply	6,458	9,000	8,000	-11.11%
Materials from Donations	2,450	3,000	3,000	0.00%
Capital Project Expenditures	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	492,380	548,703	642,141	17.03%

## Recreation & Parks Division Athletic Programs FY 2007–2008

This Division provides funding to support a substantial number of individual and team sports programs and activities for residents of all ages. Youth team sports include soccer and basketball for boys and girls. Individual sports activities include a free throw shooting contest, fall/summer tennis tournaments, and a track meet. Team sports for adults include coed volleyball, coed softball and men's basketball.

Greater emphasis continues to be placed on providing sports activities for children as young as three years of age. A series of "start smart" programs in basketball, football, soccer and golf are offered each year, with over 250 participants.

Staff ensures that coaches of the youth sports teams are trained and better equipped to work with young people. All coaches are required to become certified by NYSCA (National Youth Sports Coaches Association). Additionally, background checks are conducted for all coaches as one way of assuring the safety of participants.

Youth sport participants continue to grow. Winter basketball now attracts more than 800 participants each year. More than 400 girls participate in the summer basketball program. The spring and fall soccer programs feature more than 550 participants for each season. The individual sports tournaments attract more than 100 participants each year. Staff is also involved in helping the Falls Church Lacrosse Program get field space in the spring of each year.

Adult team sports attract more than 600 men who play basketball in the City's three basketball leagues and almost 600 men and women play softball and volleyball. The tennis tournaments attract more than 50 participants each year.

**Employees:**

- 1.0 – Senior Program Supervisor
- 0.377 – Recreation Leaders
- 0.192 – Groundskeeper
- 0.433 – Recreation Worker

### Objectives:

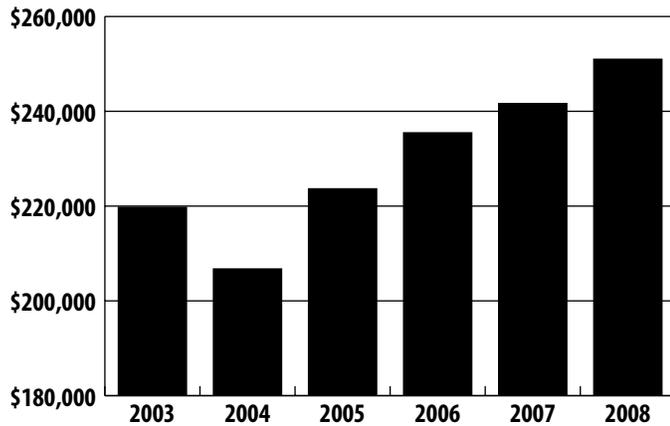
- Provide an adult coed soccer program to play games on the new synthetic turf field at George Mason High School by the fall of 2007.
- Provide a girls softball program in the spring of 2008.
- Work with the Falls Church Lacrosse league to assure they have adequate field space and are able to use the stadium field at George Mason High School for their games by the spring of 2008.
- Work with Fairfax County to assure the City continues to receive the same amount of field space and gym space in FY 2008, as it has in the past, for use by the various youth sports teams.
- Provide a youth football program in the fall of 2007.

### Performance Measures:

- At least 60 percent of all volunteer coaches are retained from year to year.
- At least 95 percent of coaches are recruited before the individual athletic season begins.
- Respond to all requests and complaints concerning athletics within 24 hours at least 95 percent of the time.
- At least 85 percent of program participants rate services as satisfactory or above.
- Assure that all volunteer coaches are certified and trained before becoming youth sports coaches.

## COMMUNITY SERVICES EXPENDITURES

### Recreation & Parks Division Athletic Programs Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
219,766	206,773	223,678	235,498	241,669	251,014
	-5.91%	8.18%	5.28%	2.62%	3.87%

**Note:**

- In FY 2008, \$10,000 additional funding is needed for youth and adult sports officiating fees.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Athletic Programs</b>				
Salaries - Regular	49,070	49,875	54,394	9.06%
Salaries - Overtime	409	3,000	2,000	-33.33%
Salaries - Temporary	20,242	33,600	32,000	-4.76%
FICA Benefits	5,340	6,615	6,762	2.22%
City Retirement Benefits	712	998	2,502	150.84%
Health Medical Benefits	30	-	-	0.00%
Group Life Benefits	477	479	574	20.04%
Disability Insurance	364	349	403	15.37%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	1,677	1,237	1,859	50.27%
Section 125 Administration	-	496	-	-100.00%
Deferred Compensation Payment	53	520	520	0.00%
Professional Services	59,421	60,000	70,000	16.67%
Athletic Franchise Fees	22,177	43,000	40,000	-6.98%
Repair & Maintenance Supplies	-	500	-	-100.00%
Education & Recreation Supply	45,069	41,000	40,000	-2.44%
Reserve for Salary Adjustments	-	-	-	0.00%
	205,040	241,669	251,014	3.87%

## Recreation & Parks Division – Park Maintenance FY 2007–2008

This Division provides funding to support the maintenance of parks, park trails, athletic fields, park and playground equipment, outdoor recreational facilities, and turf in parks and around public buildings. These funds are used to enhance the appearance of the public parks and grounds, make them safe to use, and aid in the protection of the City's natural resources through an effective maintenance program.

Over the past four years Park Master Plans have been adopted for 11 of the City's parks. As the Master Plans are implemented, the Division will be responsible for installing and maintaining the new features and amenities contained in the Master Plans.

The staff of the park maintenance crew repairs and paints signs and park equipment as needed; removes trash from parks and public grounds; maintains and prepares fields for athletic events; maintains trails through City parks; and provides assistance to the urban forestry division as needed. The crew also helps with the setup and breakdown for all City special events. In addition, the crew conducts at least 75 annual inspections of each piece of playground equipment.

Private contractors are used extensively to augment the maintenance of the City's parks and grounds. The City uses contractors for mowing, some turf maintenance, and the maintenance of the athletic fields at Larry Graves Park, Thomas Jefferson Elementary School and Madison Park. Using private contractors saves the City the expense of purchasing large pieces of equipment.

**Employees:**       1.0    - Senior Crew Leader  
                           2.0    - Maintenance Workers  
                           0.360 - Temporary Laborers

### Objectives:

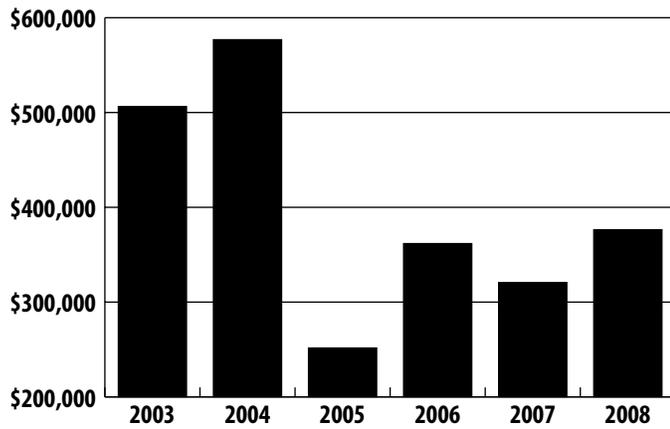
- Develop a maintenance plan for the newly renovated athletic fields at Thomas Jefferson Elementary School.
- Work with the Urban Forestry Division to install new landscaped beds in Berman Park, Roberts Park, Lincoln Park, and Crossman Park and rain gardens in Crossman Park and Cavalier Trail Park.
- Continue Master Park Implementation by installing interpretive signs, playground equipment, benches, and picnic tables in Berman Park, Cavalier Trail Park, Cherry Hill Park, Crossman Park, Lincoln Park and Roberts Park (contingent on CIP).
- Renovate Frady Park to include an Arbor Day monument and the elements and features contained in the approved site plan.

### Performance Measures:

- Complete and document 75 annual play equipment inspections.
- Assure parks are clean and safe 100 percent of the time with no complaints.
- Clear snow from City sidewalks within 24 hours of the time the snow stops falling.
- Assure athletic fields are ready for use by teams and leagues each day a game is scheduled 100 percent of the time.

## COMMUNITY SERVICES EXPENDITURES

### Recreation & Parks Division – Park Maintenance Budget Trend: FY 2003–2008



2003	2004	2005	2006	2007	2008
506,402	576,964	251,723	361,869	320,781	376,491
	13.93%	-56.37%	43.76%	-11.35%	17.37%

**Notes:**

- In FY 2005, the landscape and tree maintenance functions were transferred to the Planning Division.
- In FY 2005, \$115,000 in funding was provided for renovating Madison Park.
- In FY 2005, \$65,000 in funding was spent for the Tinner Hill Project.
- In FY 2006, \$68,000 was provided for resurfacing outdoor tennis and basketball courts.
- In FY 2007, \$15,000 was provided for the purchase of mobile skateboard equipment.
- In FY 2008, \$19,000 is proposed for maintaining the newly renovated fields at Thomas Jefferson Elementary School.
- In FY 2008, \$35,000 is proposed for an additional maintenance worker to help maintain the parks. New amenities and new parks have been added increasing the need for additional maintenance staff.

**COMMUNITY SERVICES EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Parks Maintenance</b>				
Salaries - Regular	87,532	91,176	124,015	36.02%
Salaries - Overtime	2,516	4,000	4,000	0.00%
Salaries - Temporary	9,502	8,400	8,400	0.00%
FICA Benefits	7,348	7,963	10,436	31.05%
City Retirement Benefits	1,258	1,824	5,705	212.84%
Health Medical Benefits	16,577	15,047	28,921	92.20%
Group Life Benefits	857	708	1,310	85.11%
Disability Insurance	622	516	918	77.90%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	2,005	2,433	2,840	16.75%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	511	520	1,040	100.00%
Professional Services	-	-	-	0.00%
Other Professional Services	1,935	1,000	1,000	0.00%
Repairs & Maintenance	18,226	28,000	27,000	-3.57%
Maintenance Service Contracts	92,010	110,000	128,000	16.36%
Mowing contract - VDOT	-	-	-	0.00%
Other Non-Professional Service	478	1,000	1,000	0.00%
Printing & Binding	-	-	-	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Water & Sewer Services	194	2,000	2,000	0.00%
Telecommunication Services	301	1,000	1,000	0.00%
Lease/Rental of Equipment	-	500	500	0.00%
Rental Fee - Motor Pool	-	3,195	2,908	-8.98%
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	-	500	500	0.00%
Dues & Association Memberships	-	-	-	0.00%
Office Supplies	-	-	-	0.00%
Agricultural Supplies	-	3,000	3,000	0.00%
Repair & Maintenance Supplies	-	500	500	0.00%
Uniforms & Wearing Apparel	200	500	500	0.00%
Books & Subscriptions	-	-	-	0.00%
Other Operating Supplies	19,842	37,000	21,000	-43.24%
Small Tools	272	-	-	0.00%
Safety Equipment	-	-	-	0.00%
Materials from Donations	-	-	-	0.00%
Capital Project Expenditures	69,057	-	-	0.00%
Capital Project Expenditures	-	-	-	0.00%
Tinner Hill	-	-	-	0.00%
Machinery & Equipment	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	<b>331,242</b>	<b>320,781</b>	<b>376,491</b>	<b>17.37%</b>

## COMMUNITY SERVICES EXPENDITURES

### Library Division FY 2007–2008

This division provides library services to the citizens of Falls Church and has reciprocal borrowing agreements with libraries whose jurisdictions are members of the Council of Governments (COG). It promotes open access to reading, educational, recreational, cultural, intellectual, and informational resources that enrich and enlighten all segments of the community. Its collection contains more than 125,000 items and encompasses all formats: books, periodicals, CDs, DVDs, videocassettes, downloadable electronic audio books, and books on tape and disc. There are 16 public Internet workstations, five online catalog stations, two CD stations in the Youth Services area, and the building is wireless accessible. There are two book returns available to the public 24/7: one is a drive through, and the other is located near the front doors. Patrons can renew or reserve materials online, receive overdue and reserve notices via e-mail, and be alerted when library items are coming due via e-mail. A copier is available for use by the public with a small fee for copying, and time and print management software helps Internet usage flow easily for all. Inter-library loan services are available for the citizens of Falls Church, and there are four weekly story hours for children. Special programs are held throughout the year, and last year 357 programs were held with 11,998 people attending them. The Library joined with eight community sponsors to promote the annual summer reading program for children and 979 children and young adults participated. During its annual "Food for Fines" program, it collected 923 items that were donated to local food banks in lieu of fines for the week. Circulation last year continued to increase with the highest count in the history of the library surpassing last year's record!

**Employees:**

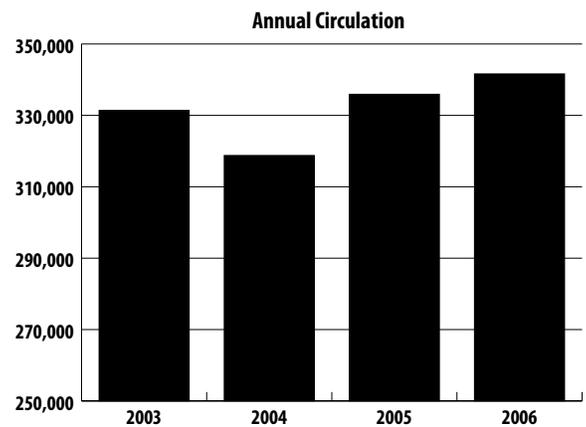
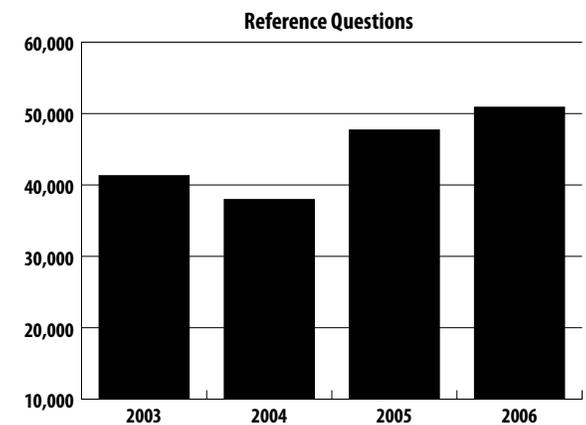
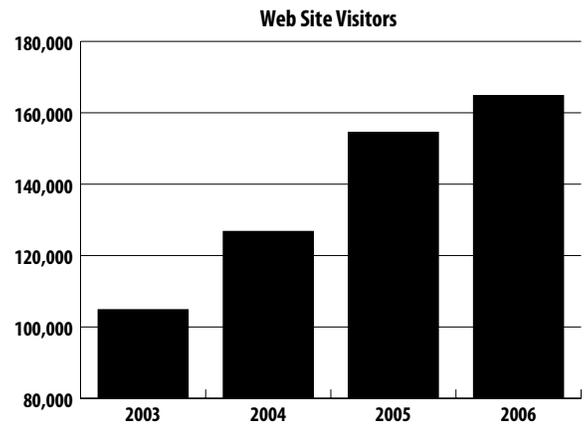
- 1.0 - Library Director
- 1.0 - Senior Administrative Assistant
- 1.0 - Senior Maintenance Worker
- 7.05 - Librarians (includes weekend librarian)
- 1.0 - Automation Specialist
- 1.0 - Circulation Supervisor
- 8.0875 - Library Assistants  
(includes 3 Sunday Circulation staff members)
- 0.6 - Senior Library Page
- 1.5 - Pages

**Objectives:**

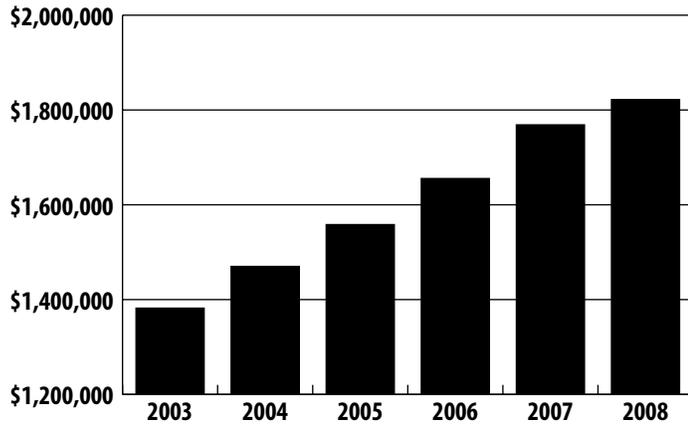
- Update and implement the Library's Five-Year Plan by the end of April 2008.
- Conduct an annual user survey by the end of March 2008.
- Install and train on new integrated library system by the end of June 2008.
- Develop a Local History Room procedure/training/policy manual by May 2008.

**Performance Measures:**

- At least 89 percent of survey respondents rate services satisfactory or above.
- Have 85 percent of the City's residents own library cards.
- Complete satisfactorily 95 percent of all Adult and Youth Services informational requests received in the year.
- Catalog and process 95 percent of all new materials, approximately 10,000 items annually, within one month of acquisition.



Library Division Budget Trend: FY 2003–2008



2003	2004	2005	2006	2007	2008
1,382,300	1,470,275	1,558,522	1,655,696	1,769,039	1,822,098
	6.36%	6.36%	6.24%	6.85%	3.00%

**Notes:**

- Increase in salaries, personnel benefits (particularly health care), and an increase in retirement benefits costs.
- Increase in professional services in anticipation of possible requirements for new cabling/wiring with the installation of the new automated integrated library system.
- Increase in maintenance service contract costs on equipment and software databases.
- Increase in the cost of performers for special activities in the Youth Services programs.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Library</b>				
Salaries - Regular	943,454	1,027,014	1,063,469	3.55%
Salaries - Overtime	12,644	14,000	14,420	3.00%
Salaries - Temporary	65,560	62,017	67,530	8.89%
FICA Benefits	74,314	83,344	86,586	3.89%
City Retirement Benefits	13,446	19,764	48,920	147.52%
Health Medical Benefits	93,436	116,802	94,567	-19.04%
Group Life Benefits	9,187	8,223	11,230	36.57%
Disability Insurance	6,660	6,727	7,870	16.99%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	2,138	1,613	2,410	49.38%
Section 125 Administration	-	408	-	-100.00%
Deferred Compensation Payment	9,307	9,360	9,360	0.00%
Professional Services	8,316	2,000	4,000	100.00%
Repairs & Maintenance	2,081	2,000	2,000	0.00%
Maintenance Service Contracts	43,478	45,875	47,750	4.09%
Printing & Binding	360	600	660	10.00%
Interlibrary Loan Services	819	1,485	1,020	-31.31%
Central Copying Services	-	-	-	0.00%
Electrical Services	29,462	37,100	32,250	-13.07%
Natural Gas Services	4,537	14,950	9,750	-34.78%
Water & Sewer Services	785	2,200	2,025	-7.95%
Postal Services	2,633	4,250	3,540	-16.71%
Telecommunication Services	586	4,410	1,700	-61.45%
Lease/Rental of Equipment	2,965	4,635	5,100	10.03%
Travel - Mileage	682	1,335	1,335	0.00%
Travel Conferences/Education	2,737	4,200	5,400	28.57%
Training	86	2,250	2,250	0.00%
Dues & Association Memberships	285	760	810	6.58%
Special Activities	10,745	8,250	10,060	21.94%
Office Supplies	8,032	9,500	9,800	3.16%

## COMMUNITY SERVICES EXPENDITURES

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
Repair & Maintenance Supplies	1,944	3,500	3,240	-7.43%
Uniforms & Wearing Apparel	-	275	275	0.00%
Other Operating Supplies	15,978	21,600	21,311	-1.34%
Library Books	126,418	117,805	128,375	8.97%
Records & Tapes	13,014	12,000	12,000	0.00%
Library Periodicals	14,224	15,750	15,750	0.00%
Video Cassettes	7,598	12,000	12,000	0.00%
Safety Equipment	-	100	100	0.00%
Microfilm & Processing	6,649	7,450	7,775	4.36%
Computer Software	64,046	63,487	65,170	2.65%
Materials from Donations	14,053	20,000	-	-100.00%
Grant Expenditures	-	-	-	0.00%
Machinery & Equipment	-	-	-	0.00%
Computer Equipment Additions	13,707	-	52,795	100.00%
Reserve for Salary Adjustments	12,247	-	-	0.00%
	1,638,612	1,769,039	1,864,602	5.40%

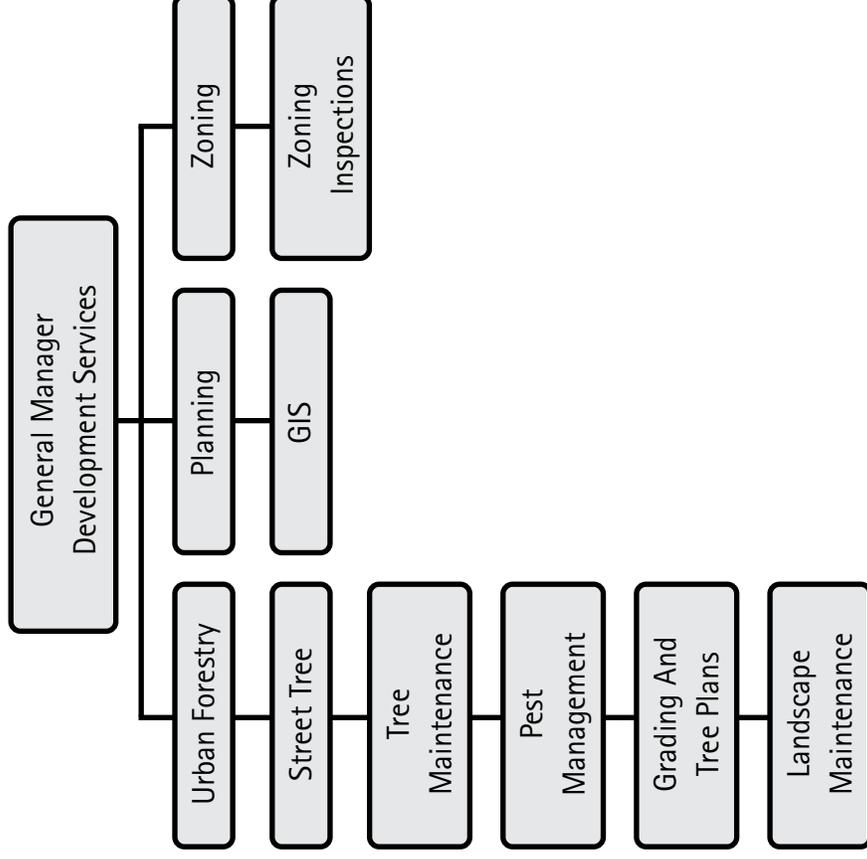
Development  
Services  
Expenditures



CITY OF **FALLS**  
**CHURCH**



# DEVELOPMENT SERVICES



### Urban Forestry Division FY 2007–2008

The Urban Forestry Division administers the long-term urban forestry policies for the City, as well as conducting development review for all new development proposals in the City. The Urban Forestry Division is guided by an overall vision to sustain and enhance a livable community with an extensive, thriving urban forest that provides multiple community benefits. The Urban Forestry Division provides a comprehensive approach in the appropriate planning, implementation and management of the urban forest with the support of citizens, concerned organizations, City divisions, and the business community.

The Urban Forestry Division provides centralized staff that addresses and responds to all urban forest related issues, improving communication and outreach to the citizens of Falls Church. Staff provides leadership in design and landscaping in the creation and maintenance of public spaces, facilities and streetscape treatments. The Urban Forestry Division staffs monthly meetings of the Tree Commission and Neighborhood Tree Program. It also assisted in the establishment of two new volunteer programs, the "Invasive Plant Removal Task Force" and "The Falls Church City Healthy Habitat." The Division is also responsible for the annual re-certification of the City's "Tree City USA" status and coordinating with the community and schools for local Arbor Day celebrations.

Staff reviews preliminary tree surveys, site plans, grading plans, subdivision plans, special exceptions, tree removal permits, utility permits, and riparian buffer impacts in accordance with applicable City ordinances. Staff provides detailed reviews to the Planning Commission, City Council and other City divisions that relate to development and its impact on the urban forest.

**Employees:**

- 1.0 - Urban Forestry Manager / City Arborist
- 1.0 - Senior Urban Forester
- 1.0 - Urban Forestry Crew Leader
- 1.0 - Urban Forestry Crew Workers

**Objectives:**

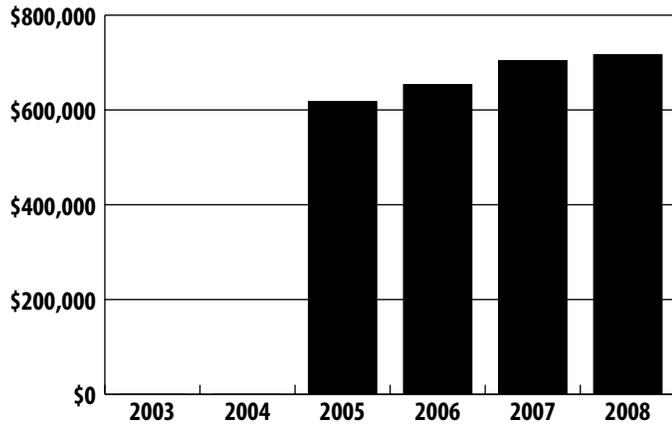
- Provide qualified and cost effective landscape and tree contractor work.
- Provide clear, consistent and timely development review for all site plans, subdivisions, rezoning, and special exception applications.
- Provide professional technical assistance to City Council, Planning Commission, and the Tree Commission.

**Performance Measures:**

- To establish and maintain a tri-yearly pruning schedule of vegetation at public locations by March 2007.
- To establish contracts for work related to maintenance of vegetation.
- To improve review time so that 90 percent of plans are reviewed within requested time frame.
- To replace all trees and vegetation that is removed by the next growing season.
- To support volunteer efforts to meet their goals and objectives.

**DEVELOPMENT SERVICES EXPENDITURES**

**Urban Forestry Division Budget Trend – FY 2003–2008**



2003	2004	2005	2006	2007	2008
0	0	617,507	653,160	704,252	716,496
			5.77%	7.82%	1.74%

**Notes:**

- FY 2007 increase due to the one-time purchase of new vehicle for Urban Forestry crew and the re-bidding of the landscape maintenance contract.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Urban Forestry</b>				
Salaries - Regular	181,797	225,440	233,958	3.78%
Salaries - Overtime	695	5,000	1,000	-80.00%
FICA Benefits	13,777	17,748	17,974	1.28%
City Retirement Benefits	2,477	4,509	10,762	138.69%
Health Medical Benefits	13,461	23,849	20,286	-14.94%
Group Life Benefits	1,691	1,743	2,471	41.73%
Disability Insurance	1,223	1,271	1,731	36.21%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	3,343	300	4,303	1334.20%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	1,178	1,560	1,560	0.00%
Professional Services	170,136	231,520	290,000	25.26%
Repairs & Maintenance	19,848	89,000	39,000	-56.18%
Other Non-Professional Service	-	2,000	2,000	0.00%
Printing & Binding	46	2,000	2,000	0.00%
Advertising	-	200	200	0.00%
Water & Sewer Services	10,994	4,500	4,500	0.00%
Postal Services	212	300	300	0.00%
Telecommunication Services	4,781	2,700	2,700	0.00%
Rental Fee - Motor Pool	-	13,436	8,402	-37.47%
Travel Conferences/Education	974	8,000	7,000	-12.50%
Dues & Association Memberships	655	975	1,200	23.08%
Office Supplies	484	2,000	500	-75.00%
Agricultural Supplies	24,904	55,000	53,000	-3.64%
Repair & Maintenance Supplies	-	500	500	0.00%
Uniforms & Wearing Apparel	641	1,050	1,500	42.86%
Books & Subscriptions	-	200	200	0.00%
Other Operating Supplies	2,846	5,450	5,450	0.00%
Materials from Donations	4,154	4,000	4,000	0.00%
Motor Vehicles & Equipment	-	-	-	0.00%
	460,315	704,252	716,496	1.74%

## DEVELOPMENT SERVICES EXPENDITURES

### Planning Division FY 2007–2008

The Planning Division guides the long-term land use policies for the City as well as conducting development review for all new development proposals in the City. The Planning Division has a key role in the City's future as the author of the City's long-term land use and policy document for the future, the Adopted Comprehensive Plan, fully updated in late 2005. The Plan is the road map for the City's future over the next 30 years. The Division also works to facilitate economic development while ensuring land use, environmental, and historic preservation regulations are met. The staff receives, reviews, and processes approximately 25 major development applications per year and also provides detailed technical assistance to the City's appointed planning policy board – the Planning Commission. Staff provides written summaries and oral presentations at more than 100 Planning Commission, City Council, and other Board and Commission meetings and work sessions each year, including the Citizen's Advisory Committee on Transportation, the Historic Architectural Review Board, and the Architectural Advisory Board.

Staff further provides immediate and consistent advice and assistance to more than 2,000 City residents and interested developers annually with regard to development potential. The Planning Division is also responsible for a wide variety of special projects that include the comprehensive rewrite of the Zoning Code to make the document more useable and clear. The Division is working on up to 30 other special projects including City Center, green development policy, design review, economic development, environmental issues, fiscal impact modeling, geographic information systems, process improvement, land use, and transportation planning.

**Employees:**

- 1.0 - General Manager Development Services/Planning Director
- 1.0 - Principal Planner, Current Planning
- 0.75 - Principal Planner, Comprehensive Planning/GIS Manager
- 1.0 - Senior Planner
- 1.0 - GIS Specialist
- 1.0 - Planning Specialist

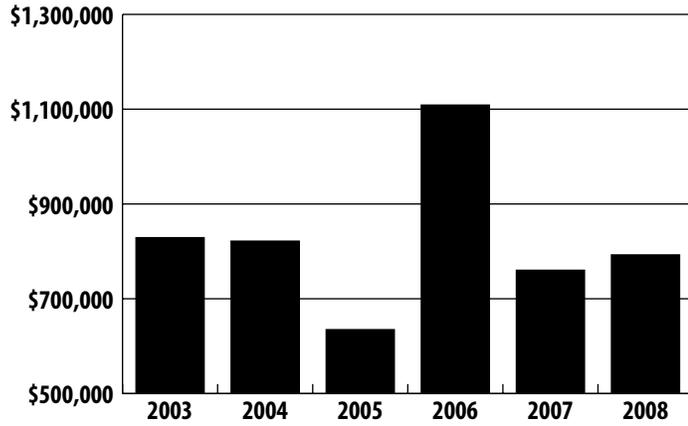
#### Objectives:

- Clear, consistent and timely development review for all site plans, subdivisions, rezoning, Chesapeake Bay Preservation, and special exception applications.
- Professional technical assistance to City Council, Planning Commission, Citizen's Advisory Committee on Transportation, the Historic Architectural Review Board, and Architectural Advisory Board.
- Integrate GIS technology to meet City needs for mapping information and data.
- Complete Comprehensive Plan Implementation Plan by March 2008.
- Complete Zoning Ordinance rewrite by January 2008.
- Update Development Condition Policy/Fiscal Impact Model by September 2007.

#### Performance Measures:

- To have 90 percent of development applicants satisfied with the development review process by the bi-annual Customer Survey by January 2008.
- To decrease staff development review time by 25 percent by January 2008.
- To respond to 100 percent of inquiries within 24 hours by January 2008.

Planning Division Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
829,237	821,885	635,146	1,108,982	760,478	792,906
	-0.89%	-22.72%	74.60%	-31.43%	4.26%

**Notes:**

- In FY 2005, the Urban Forestry Division was separated from the Planning Division.
- In FY 2006, the federally funded transportation grant is shown.

## DEVELOPMENT SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Planning</b>				
Salaries - Regular	466,719	486,858	506,782	4.09%
Salaries - Overtime	4,029	-	4,000	-
Salaries - Temporary	-	-	3,000	-
Salaries - Commission	8,700	9,000	9,000	0.00%
FICA Benefits	33,913	35,752	37,080	3.72%
City Retirement Benefits	6,655	9,737	23,312	139.41%
Health Medical Benefits	37,104	32,532	23,095	-29.01%
Group Life Benefits	4,523	3,944	5,352	35.70%
Disability Insurance	3,293	2,876	3,750	30.42%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	624	427	678	58.60%
Section 125 Administration	-	280	-	-100.00%
Deferred Compensation Payment	5,580	5,470	5,600	2.38%
Professional Services	53,553	130,000	139,000	6.92%
Other Professional Services	-	-	-	0.00%
Temporary Help Service Fees	300	1,500	1,500	0.00%
Maintenance Service Contracts	6,669	3,800	3,800	0.00%
Printing & Binding	907	1,800	1,800	0.00%
Advertising	351	3,800	6,200	63.16%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Postal Services	1,316	1,800	3,000	66.67%
Telecommunication Services	364	1,100	200	-81.82%
Lease/Rental of Equipment	-	-	-	0.00%
Rental Fee - Motor Pool	-	513	527	2.73%
Travel - Mileage	374	300	300	0.00%
Travel Conferences/Education	4,664	14,300	7,000	-51.05%
Travel/Conferences/Ed - PC	-	-	-	0.00%
Dues & Association Memberships	1,810	3,730	3,730	0.00%
Special Activities	-	200	-	-100.00%
Office Supplies	1,293	8,200	2,000	-75.61%
Uniforms & Wearing Apparel	-	-	-	0.00%
Books & Subscriptions	1,425	460	200	-56.52%
Other Operating Supplies	-	2,100	2,000	-4.76%
Safety Equipment	-	-	-	0.00%
Grant Expenditures	-	-	-	0.00%
Grant Expenditures - RSTP	-	-	-	0.00%
Computer Equipment - Replace	-	-	-	0.00%
	644,166	760,478	792,906	4.26%

## Zoning Division FY 2007-2008

The Zoning Division is the keeper of the zoning regulations of the City and provides technical review and advice to citizens, the development community, and City staff. The Zoning Division answers the question, "What can I do with my land?" dozens of times each week. The staff receives, reviews, and processes hundreds of development applications each year including building, sign, floodplain, subdivision plots, plot plans, grading plans, and site plans. The Division provides primary staff support to the Architectural Advisory Board (AAB) and Board of Zoning Appeals (BZA). The staff also enforces the zoning ordinance, conducting on site inspection and seeking compliance with the code and working diligently to remedy violations. The staff may also be required to testify in court and before boards and commissions as an expert witness on zoning.

Each year the Zoning Division reviews approximately 600 regular permit applications, 30 BZA applications, 40 AAB applications, and five Historic Architectural Review Board (HARB) applications. As a function of these reviews, the Zoning Division conducts approximately 750 field inspections each year. Zoning staff serves as the liaison to 11 AAB and 11 BZA public hearings each year, and attends, on average, three Planning Commission and four City Council meetings each year. In total, Zoning staff attends and provides technical information for approximately 75 board, commission, and staff meetings annually.

**Employees:** 1.0 - Zoning Administrator  
 1.0 - Zoning Inspector / Technician  
 1.0 - Administrative Assistant

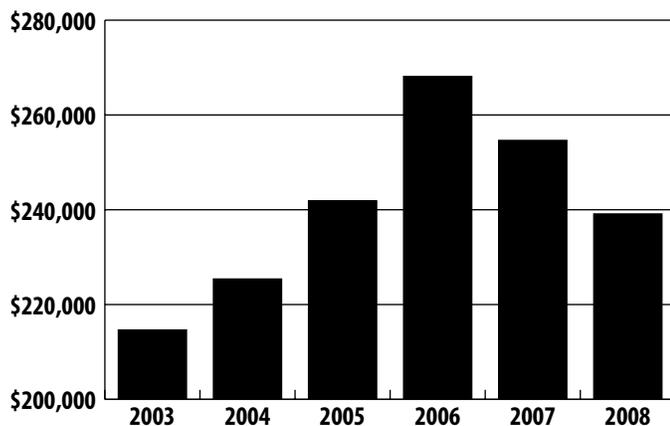
**Objectives:**

- Provide clear and consistent interpretation and administration of the zoning ordinance.
- Review and approve the zoning compliance for subdivision plots, plot plans, grading plans and site plans, building permits, sign permits, floodplain permits, and certificate of occupancies.
- Enforce the zoning ordinance, seek compliance with the code, and execute legal remedies as required.
- Provide primary staff support to the AAB and BZA.
- Provide secondary staff support to City Council and Planning Commission.

**Performance Measures:**

- Approve daily permits within 48 hours, 90 percent of the time.
- Respond to Zoning Ordinance questions with 48 hours, 90 percent of the time.

## Zoning Division Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
214,665	225,421	241,904	268,166	254,662	239,152
	5.01%	7.31%	10.86%	-5.04%	4.13%
<b>Note:</b>					
• Increase in FY 2006 reflects salary adjustments for one retirement, one promotion, and the filling of a vacancy.					

## DEVELOPMENT SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Zoning</b>				
Salaries - Regular	151,526	168,064	181,215	7.82%
Salaries - Overtime	786	-	-	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	11,471	12,976	13,863	6.83%
City Retirement Benefits	1,912	3,361	8,336	148.00%
Health Medical Benefits	14,689	19,334	18,920	-2.14%
Group Life Benefits	1,128	1,789	1,914	6.96%
Disability Insurance	851	1,305	1,341	2.79%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	1,540	901	1,842	104.46%
Section 125 Administration	-	17	-	-100.00%
Deferred Compensation Payment	1,247	1,560	1,560	0.00%
Professional Services	4,250	7,000	2,000	-71.43%
Temporary Help Service Fees	1,250	3,000	-	-100.00%
Maintenance Service Contracts	107	1,500	750	-50.00%
Printing & Binding	1,305	250	200	-20.00%
Advertising	352	2,500	2,500	0.00%
Automotive - Motor Pools	-	905	-	-100.00%
Central Copying Services	-	-	-	0.00%
Postal Services	214	300	150	-50.00%
Telecommunication Services	1,259	200	200	0.00%
Rental Fee - Motor Pool	-	-	1,962	-
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	644	500	1,000	100.00%
Dues & Association Memberships	100	400	50	-87.50%
Office Supplies	1,787	3,000	750	-75.00%
Other Operating Supplies	484	500	500	0.00%
Safety Equipment	-	300	100	-66.67%
Microfilm & Processing	-	-	-	0.00%
Motor Vehicles & Equipment	22,672	-	-	0.00%
Computer Equipment Replacement	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	219,574	229,662	239,152	4.13%

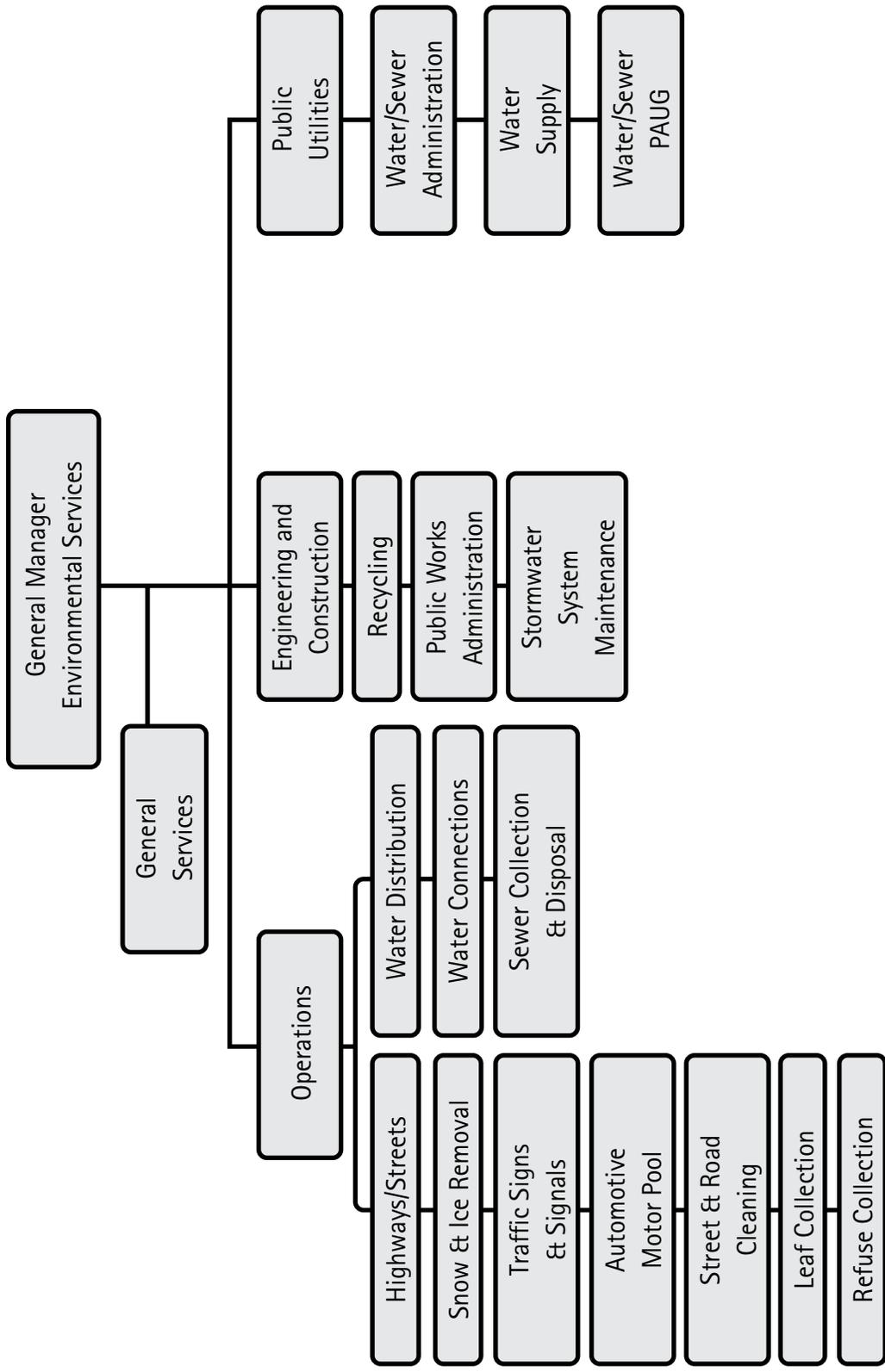
# Environmental Services Expenditures



CITY OF **FALLS**  
**CHURCH**



# ENVIRONMENTAL SERVICES



## ENVIRONMENTAL SERVICES EXPENDITURES

### Public Works Administration FY 2007–2008

The Department of Environmental Services provides public works and engineering services, solid waste management, and environmental program planning and administration. The department regulates construction activity through engineering plan review and inspections, erosion and sediment control requirements, and building and related permit processing. City capital improvements and construction projects are managed by this department.

<b>Employees:</b>	0.25 - General Manager
	0.25 - Engineering Director
	0.25 - Civil Engineer
	1.00 - Civil Engineer
	0.50 - Senior Administrative Assistant
	0.50 - Administrative Assistant
	0.50 - Administrative Assistant
	0.50 - Contracts Manager
	0.33 - Engineering Technician
	2.00 - E & S Inspectors

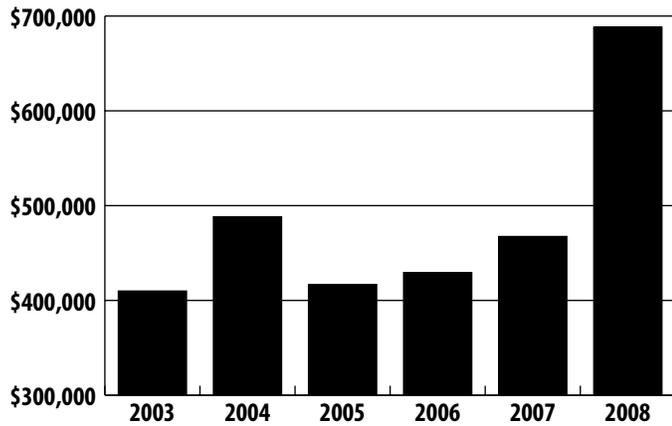
#### Objectives:

- Complete Streetscape project, 400 block of W. Broad Street, by December 31, 2007.
- Research model ordinances and best practices for Low Impact Development (LID) and Best Management Practices (BMP) to suit local watershed conditions and recommend changes to relevant City ordinances as appropriate by December 2007.
- Identify and implement incentives to reduce impervious surfaces by December 2007.
- Update and adopt Watershed Management Plan to guide policy and practice by July 2008.
- Implement asset management plan, involving preventative maintenance, rehabilitation and reconstruction of approximately 72 moving lane miles of paved roadway.
- Implement at least one small-scale traffic calming or pedestrian improvement scheme as required by July 2007.

#### Performance Measures:

- Ensure 95 percent of construction projects are completed on time and within budget.
- Ensure 100 percent of City Manager and Council initiatives are acted upon within prescribed timelines.
- Ensure 100 percent of Department objectives are met unless a change in priorities is approved.

Public Works Administration Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
410,048	488,395	416,902	429,594	467,593	688,289
	19.11%	-14.64%	3.04%	8.83%	47.21%

**Notes:**

- Increase in FY 2004 reflects new costs to meet National Pollutant Discharge Elimination System (NPDES) commitments, to survey and begin mapping City storm sewer system under a cost share partnership with the U.S. Corps of Engineers, and one-time cost for Berry/Kent Street drainage project.
- Decrease in FY 2005 reflects transfer of capital project funds into separate cost accounts.
- Increase in FY 2007 reflects transfer of funds for erosion and sediment control inspectors approved in FY 2006 budget; costs to reconfigure City Hall parking lot entrance; and cost to carry out structural repairs to the library.
- Increase in FY 2008 reflects salary and benefits reallocations from the water fund and funding for a new Civil Engineer position to provide additional plan review, construction site supervision and complaint resolution services generated by new commercial and residential development and environmental initiatives.

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Public Works Administration</b>				
Salaries - Regular	238,579	238,800	427,062	78.84%
Salaries - Overtime	10,053	7,000	10,000	42.86%
Salaries - Temporary	12,712	-	33,470	-
FICA Benefits	18,850	18,997	35,087	84.70%
City Retirement Benefits	3,820	4,776	19,645	311.32%
Health Medical Benefits	18,924	15,489	38,089	145.91%
Group Life Benefits	2,381	1,026	4,510	339.39%
Disability Insurance	1,647	748	3,160	322.26%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	2,440	834	4,367	423.92%
Section 125 Administration	-	0	-	-99.99%
Deferred Compensation Payment	2,573	2,523	3,782	49.91%
Professional Services	97,321	115,000	75,000	-34.78%
Temporary Help Service Fees	-	-	-	0.00%
Repairs & Maintenance	227	30,000	-	-100.00%
Maintenance Service Contracts	150	-	-	0.00%
Printing & Binding	269	1,500	1,500	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	500	500	0.00%
Postal Services	2,153	700	700	0.00%
Telecommunication Services	5,265	9,100	9,100	0.00%
Lease/Rental of Equipment	-	2,000	2,770	38.50%
Travel - Mileage	326	500	500	0.00%
Travel Conferences/Education	5,013	7,000	7,000	0.00%
NVPD - 4 Mile Run	-	3,200	3,323	3.84%
NVPD - Solid Waste Management	-	2,000	2,000	0.00%
Dues & Association Memberships	467	600	600	0.00%
Office Supplies	3,401	4,000	4,000	0.00%
Books & Subscriptions	-	500	500	0.00%
Safety Equipment	22	750	1,625	116.67%
Grant Project Expenditures	-	-	-	0.00%
Furniture & Fixtures	-	-	-	0.00%
Computer Equipment - Replace	-	-	-	0.00%
	426,594	467,543	688,289	47.21%

### Highways, Streets, and Sidewalks FY 2007–2008

The Department of Environmental Services manages the construction and maintenance of all City streets, including street paving and repairs, curb and gutter replacement, and sidewalk repair and construction. Approximately 425 linear feet of curb and gutter are replaced annually, along with approximately 550 square yards of sidewalk. Crews from this division also provide emergency assistance, such as snow removal and clean up from severe weather events, as necessary.

- Employees:**
- 4.0 - Maintenance Workers
  - 2.0 - Senior Crew Leader
  - 2.0 - Senior Maintenance Workers
  - 1.0 - Crew Leader
  - 1.0 - Senior Equipment Operator
  - 1.0 - Equipment Operator
  - 1.0 - Maintenance Technician
  - 0.20 - Environmental Services Technician
  - 0.15 - Director of Operations
  - 0.15 - Assistant Director of Operations

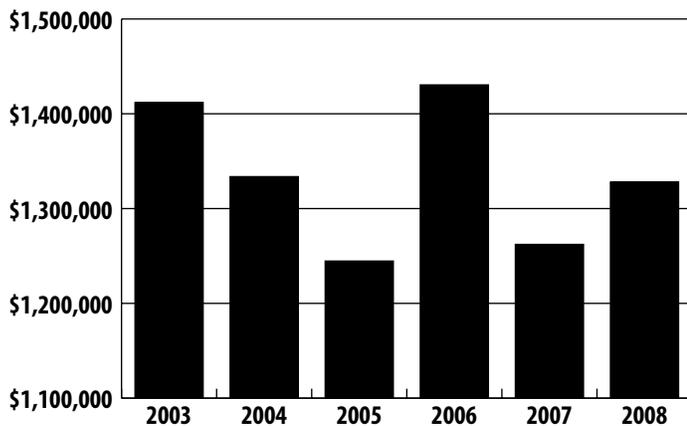
**Objective:**

- Ensure that 90 percent of City streets are in good or excellent drivable state through an annual repair and replacement program.

**Performance Measure:**

- Implement 95 percent of the repair and replacement program within cost estimates and completed on time.

### Highways, Streets, And Sidewalks Budget Trend - FY 2003–2008



2003	2004	2005	2006	2007	2008
1,411,970	1,333,832	1,244,784	1,430,625	1,262,369	1,328,014
	-5.53%	-6.68%	14.93%	-11.76%	5.20%

**Notes:**

- FY 2006 increase reflects costs for additional street signs and street repairs, increased street paving, and increased vehicle maintenance costs.
- FY 2007 decrease reflects the transfer of storm water related repair and maintenance costs to the Storm Water System Maintenance cost center and reallocation of certain salary costs to the Leaf Collection cost center per new cost accounting measures.
- FY 2008 includes additional overtime funds for Watch Night.

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Highways, Streets, &amp; Sidewalks</b>				
Salaries - Regular	395,295	435,346	500,341	14.93%
Salaries - Regular - VDOT	-	-	-	0.00%
Salaries - Overtime	24,419	11,000	14,000	27.27%
Salaries - Overtime - VDOT	-	-	-	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	31,039	34,343	39,135	13.96%
FICA Benefits - VDOT	-	-	-	0.00%
City Retirement Benefits	5,726	8,707	23,016	164.34%
City Retirement Benefits - VDO	-	-	-	0.00%
Health Medical Benefits	46,009	77,724	59,674	-23.22%
Health Medical Benefits - VDOT	-	-	-	0.00%
Group Life Benefits	4,012	3,956	5,284	33.56%
Group Life Benefits - VDOT	-	-	-	0.00%
Disability Insurance	2,746	2,885	3,703	28.36%
Disability Insurance - VDOT	-	-	-	0.00%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	23,063	15,287	29,192	90.95%
Section 125 Administration	-	1	-	-100.00%
Deferred Compensation Payment	3,581	2,576	4,629	79.69%
Deferred Comp - VDOT	-	-	-	0.00%
Professional Services	26,655	70,000	40,000	-42.86%
Maintenance Services	-	-	-	0.00%
Repairs & Maintenance	32,804	-	-	0.00%
Maintenance Service Contracts	-	-	-	0.00%
Paving & Sidewalk Contracts	905,527	465,500	-	-100.00%
Paving & Sidewalk Contracts	-	-	465,500	0.00%
Printing & Binding	485	300	300	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Telecommunication Services	6,497	5,862	5,862	0.00%
Rental Fee - Motor Pool	-	59,383	64,081	7.91%
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	8	-	1,000	0.00%
Dues & Association Memberships	25	-	300	0.00%
Special Activities	1,105	-	2,000	0.00%
Office Supplies	873	1,000	1,000	0.00%
Repair & Maintenance Supplies	33,758	60,000	60,000	0.00%
Repair & Maint Supplies VDOT	20,545	-	-	0.00%
Vehicle & Equipment Supplies	-	-	-	0.00%
Uniforms & Wearing Apparel	1,652	5,000	5,500	10.00%
Small Tools	90	500	500	0.00%

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
Safety Equipment	2,233	3,000	3,000	0.00%
VDOT Expenditures	-	-	-	0.00%
VDOT Expenditures -Storm Sewer	-	-	-	0.00%
Capital Project Expenditures	-	-	-	0.00%
Communications Equipment	70	-	-	0.00%
Vehicles	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	1,568,214	1,262,369	1,328,014	5.20%

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Street &amp; Road Cleaning</b>				
Street Sweeping Contracts	60,060	-	-	0.00%
Street Sweep Cont - VDOT	-	63,063	65,000	3.07%
	60,060	63,063	65,000	3.07%

## ENVIRONMENTAL SERVICES EXPENDITURES

### Stormwater System Maintenance – FY 2007–2008

This cost center supports the maintenance of the City's stormwater conveyance system, as well as other related projects to reduce flooding and improve water quality, including NPDES mandated activities.

In many parts of the City, the stormwater system is aging, undersized and unable to convey the standard 10-year storm event. The City is addressing these needs through a comprehensive conditions assessment and planned infrastructure upgrades, as well as a comprehensive maintenance program.

<b>Employees:</b>	0.50 – Engineering Director
	0.50 – Civil Engineer
	0.30 – Environmental Services Technician
	0.10 – Operations Director
	0.10 – Assistant Operations Director

#### Objectives:

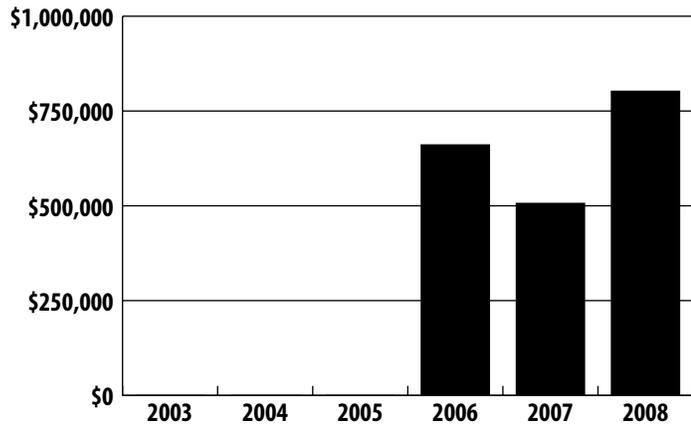
- Complete Kent Street drainage relief project by December 31, 2007.
- Inspect and clean approximately 1,400 storm structures and 140,000 linear feet of storm sewer pipe annually through contracted services.
- Undertake a priority CIP drainage relief project by June 30, 2008.
- Implement illicit discharge protection program by June 30, 2008.
- Update report and consider related options regarding establishment of a stormwater utility to fund system improvements and environmental enhancements by June 30, 2008.
- Implement pilot stream restoration project by December 2007.

#### Performance Measures:

- Remove an estimated 250 tons of debris from the system and complete all point repairs though Robert's Park by June 30, 2008.
- Complete construction projects on schedule and within budget.
- Provide reports regarding maintenance program performance.

**ENVIRONMENTAL SERVICES EXPENDITURES**

**Stormwater System Maintenance Budget Trend - FY 2003-2008**



2003	2004	2005	2006	2007	2008
0	0	0	660,958	506,707	802,460
				-23.34%	58.37%

**Notes:**

- Cost center established in FY 2006.
- FY 2007 increase reflects the transfer of stormwater related repair and maintenance funds from Highways, Streets and Sidewalks cost center. It also reflects costs for the West End and Berman Parks drainage projects.
- FY 2008 increase reflects reallocation of salaries and benefits from the water fund, and funds for continued contracted cleaning and point repairs to the system.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Stormwater</b>				
Salaries - Regular	74,526	77,538	120,281	55.13%
Salaries - Overtime	305	-	-	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	5,332	6,091	8,548	40.34%
City Retirement Benefits	1,030	1,551	5,533	256.79%
Health Medical Benefits	7,159	8,338	9,902	18.75%
Group Life Benefits	710	642	1,270	97.93%
Disability Insurance	527	468	890	90.22%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	239	-	386	-
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	461	2,080	650	-68.75%
Professional Services	37,500	260,000	105,000	-59.62%
Prof Svcs - Storm Sewer Cleani	403,870	-	400,000	-
Repairs & Maintenance	-	-	150,000	-
Repair & Maintenance Supplies	-	150,000	-	-100.00%
	531,659	506,707	802,460	58.37%

## ENVIRONMENTAL SERVICES EXPENDITURES

### Snow and Ice Removal FY 2007-2008

The Department of Environmental Services, using City crews and private contractors, provides for the timely removal of snow/ice from City streets and public parking lots to ensure safe travel for citizens and emergency equipment. Approximately 350 tons of salt are laid down annually to combat severe weather conditions. Crews plow and/or treat 72 lane miles with each complete pass through the City.

**Employees:** Employees are assigned from crews as needed.

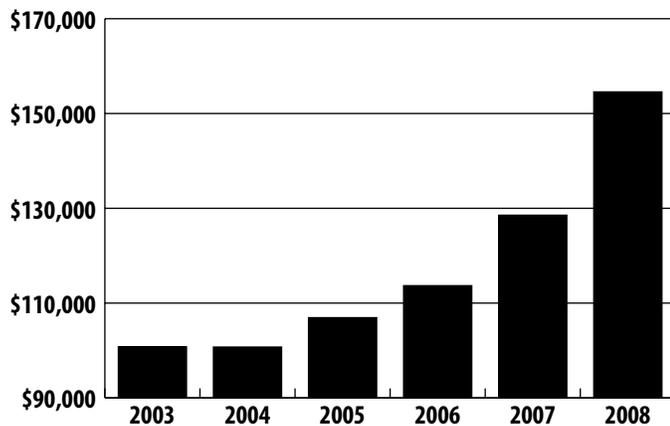
**Objective:**

- Implement the City's snow plan to ensure safe travel conditions.

**Performance Measure:**

- Ensure that snow/ice removal is initiated within two hours of start of event 100 percent of the time.

### Snow And Ice Removal Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
100,787	100,758	106,957	113,708	128,577	154,591
	-0.03%	6.15%	6.31%	13.08%	20.23%

**Notes:**

- Increase in FY 2006 reflects costs for new snow removal contract for municipal parking lots.
- Increase in FY 2007 for new snow removal equipment, plows, sanders, and a new salt contract.

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Snow and Ice Removal</b>				
Salaries - Regular	-	22,000	23,650	7.50%
Salaries - Regular -VDOT	-	-	-	0.00%
Salaries - Overtime	40,375	38,522	-	-100.00%
Salaries - Overtime - VDOT	-	-	38,522	-
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	2,937	6,337	4,756	-24.94%
FICA Benefits - VDOT	-	-	-	0.00%
City Retirement Benefits	-	-	1,088	-
City Retirement Benefits - VDO	-	-	-	0.00%
Health Medical Benefits	2,910	3,726	3,149	-15.50%
Health Medical Benefits - VDOT	-	-	-	0.00%
Group Life Benefits	-	14	250	1630.73%
Group Life Benefits - VDOT	-	-	-	0.00%
Disability Insurance	-	127	175	37.69%
Disability Insurance - VDOT	-	-	-	0.00%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	1,191	2,802	1,834	-34.53%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	186	155	215	38.62%
Deferred Comp - VDOT	-	-	-	0.00%
Professional Services	3,920	5,600	5,600	0.00%
Maintenance Service Contracts	-	3,700	-	-100.00%
Maint Service Contracts - VDOT	3,616	-	28,833	-
Automotive - Motor Pools	-	-	-	0.00%
Rental Fee - Motor Pool	-	2,593	3,519	35.68%
Food & Food Service Supplies	-	3,000	-	-100.00%
Food & Food Svc Supplies VDOT	1,126	-	3,000	-
Repair & Maintenance Supplies	4,900	40,000	-	-100.00%
Repair & Maint Supplies VDOT	28,427	-	40,000	-
Vehicle & Equipment Supplies	-	-	-	0.00%
Machinery & Equipment	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	89,587	128,577	154,591	20.23%

## ENVIRONMENTAL SERVICES EXPENDITURES

### Traffic Signs and Signals FY 2007-2008

This cost center supports the construction/maintenance of all traffic control devices within the City limits, traffic lane/directional markings, traffic signs, and intersection signals. The City has 25 traffic signals, 124 City-owned streetlights, and more than 1,000 street signs. This work is performed under contract.

**Employees:** Contracted services

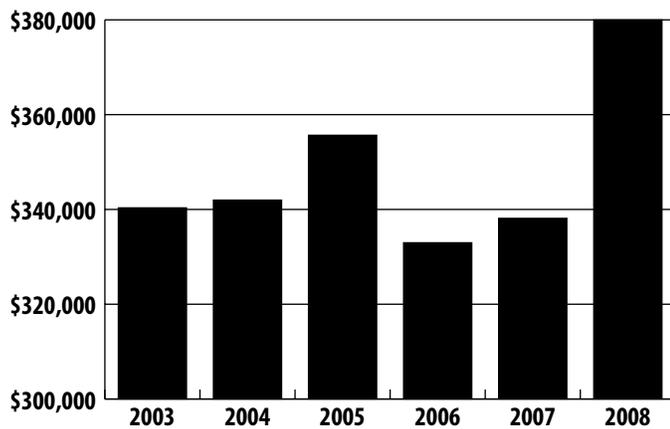
**Objectives:**

- Respond to traffic light outages within four hours of notification.
- Monitor services to ensure satisfactory performance under the contract.

**Performance Measure:**

- Ensure traffic control lights and devices are operational 95 percent of the time.

### Traffic Signs and Signals Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
340,363	342,000	355,680	333,000	338,150	380,000
	0.48%	4.00%	-6.38%	1.55%	12.38%
<b>Notes:</b>					
• FY 2005 includes cost to install a pedestrian traffic signal at Lee and Broad streets and a traffic light at Annandale Road and Hillwood Avenue.					
• FY 2008 increase reflects potential cost increases to maintenance service contract.					

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Traffic Signs and Signals</b>				
Repairs Et Maintenance	35,461	-	-	0.00%
Repairs Et Maintenance - VDOT	-	30,000	30,000	0.00%
Maintenance Service Contracts	107,445	108,150	150,000	38.70%
Construction Contracts	-	-	-	0.00%
Printing Et Binding	-	-	-	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Electrical Services	12,084	200,000	-	-100.00%
Electrical Services VDOT	174,098	-	200,000	-
Telecommunication Services	1,457	-	-	0.00%
	330,545	338,150	380,000	12.38%

### Refuse Collection FY 2007-2008

The Department of Environmental Services provides weekly refuse service to all residences and municipal facilities, with the collection of approximately 3,000 tons of refuse annually. Weekly brush removal is provided December 15 through October 15 of each year, with approximately 269 tons collected annually. Weekly yard waste pickup is provided January through October, with approximately 392 tons collected yearly. In addition, residents may request special pick-up of bulk items, metal products and white goods at a fee.

- Employees:**
- 5.0 - Maintenance Workers
  - 1.0 - Crew Leader
  - 1.0 - Senior Maintenance Workers

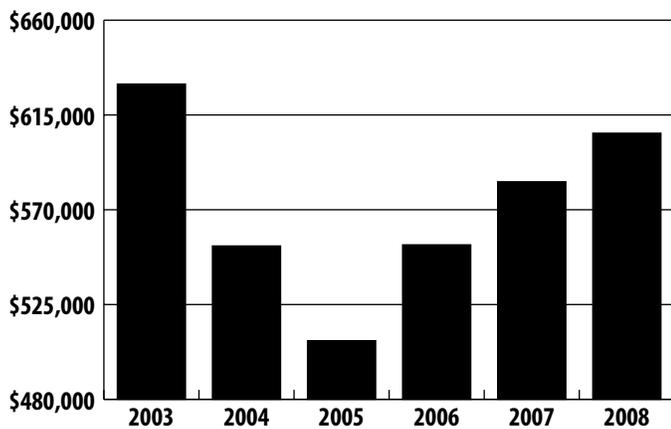
**Objectives:**

- Collect regular refuse from every household weekly.
- Provide yard waste, bundled brush and special collections weekly.

**Performance Measure:**

- Ensure 95 percent of the scheduled route pickups are performed on schedule.

### Refuse Collection Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
629,758	552,886	507,902	553,423	583,368	606,423
	-12.21%	-8.14%	8.96%	5.41%	3.95%
<b>Note:</b>					
• FY 2003 includes costs for the purchase of a refuse collection vehicle.					

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Solid Waste Collection</b>				
Salaries - Regular	186,769	219,840	251,854	14.56%
Salaries - Regular - VDOT	-	-	-	0.00%
Salaries - Overtime	357	7,000	3,500	-50.00%
Salaries - Overtime - VDOT	-	-	-	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	13,574	17,467	19,535	11.84%
FICA Benefits - VDOT	-	-	-	0.00%
City Retirement Benefits	2,624	4,397	11,585	163.49%
City Retirement Benefits -VDOT	-	-	-	0.00%
Health Medical Benefits	40,440	40,549	43,840	8.12%
Health Medical Benefits - VDOT	-	-	-	0.00%
Group Life Benefits	1,876	1,912	2,660	39.14%
Group Life Benefits - VDOT	-	-	-	0.00%
Disability Insurance	1,327	1,394	1,864	33.71%
Disability Insurance - VDOT	-	-	-	0.00%
Unemployment Insurance	514	-	-	0.00%
Workers' Compensation Benefits	11,236	9,338	15,151	62.26%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	1,390	1,486	2,600	75.01%
Deferred Comp - VDOT	-	-	-	0.00%
Professional Services	32,438	-	-	0.00%
Other Non-Professional Service	2,194	12,000	12,000	0.00%
Printing & Binding	636	1,000	1,000	0.00%
County Landfill Contract	152,068	200,000	200,000	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Postal Services	240	200	200	0.00%
Telecommunication Services	668	600	600	0.00%
Rental Fee - Motor Pool	-	56,937	30,435	-46.55%
Special Activities	295	2,000	2,000	0.00%
Uniforms & Wearing Apparel	2,367	3,500	3,850	10.00%
Other Operating Supplies	848	3,000	3,000	0.00%
Other Operating Supplies VDOT	-	-	-	0.00%
Safety Equipment	296	750	750	0.00%
Machinery & Equipment	-	-	-	0.00%
Motor Vehicles & Equipment	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	452,155	583,368	606,423	3.95%

## Recycling FY 2007–2008

The Department of Environmental Services manages the collection of recyclable materials and the marketing of these materials to generate revenue for the City. The City enjoys one of the highest recycling rates in the state and the nation. In addition, this program supports litter prevention activities, solid waste code enforcement, and watershed education relating to the federally mandated National Pollutant Discharge Elimination System (NPDES). Approximately 150 citizen volunteers provide support to the program.

**Employees:** 1.0 - Environmental Programs Specialist

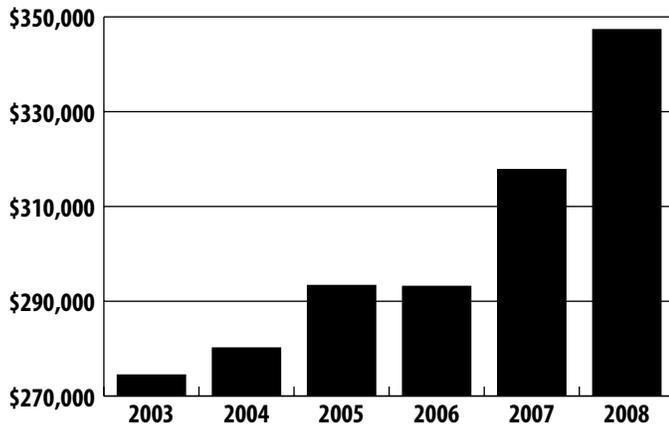
**Objectives:**

- Develop, implement and sustain community education and environmental programs as identified in the City Council's Strategic Plan and Solid Waste Management Plan.
- Monitor and improve the current curbside recycling program.
- Maintain or exceed a residential recycling rate of 55 percent.
- Ensure all new and existing public areas have appropriate litter and recycling receptacles.
- Increase proper disposal of household hazardous waste by City residents by July 2008.

**Performance Measures:**

- To provide a two-day response time for recyclable bin deliveries 100 percent of the time.
- To provide a two-day response time for phone inquiries 100 percent of the time.
- To document tonnages of material recycled vs. tonnages of trash collected annually.
- Increase the number of citizen volunteers by five percent annually.
- Provide educational materials and programs related to watershed education, litter prevention and recycling.

### Recycling Budget Trend - FY 2003–2008



	2003	2004	2005	2006	2007	2008
2003	274,471					
2004		280,178				
2005		2.08%	293,356			
2006			4.70%	293,168		
2007				-0.06%	317,811	
2008					8.41%	347,336
						9.29%

**Notes:**

- FY 2007 increase reflects anticipated cost of new curbside recycling collection contract in an uncertain market, as well as the cost of replacing approximately 2,000 aging green bins.
- FY 2008 increase reflects new funding for implementation of a Household Hazardous Waste Collection program per the City's Solid Waste Management Plan. This annual event will reduce the chances of hazardous waste going into the regular waste stream, thereby reducing disposal costs to the City as well as supporting environmental protection goals.

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Recycling</b>				
Salaries - Regular	55,537	56,500	61,813	9.40%
Salaries - Overtime	2,367	6,770	6,770	0.00%
Salaries - Temporary	-	-	3,000	-
FICA Benefits	4,149	4,880	5,476	12.22%
City Retirement Benefits	800	1,130	2,843	151.63%
Health Medical Benefits	7,425	10,027	-	-100.00%
Group Life Benefits	543	457	653	42.76%
Disability Insurance	394	333	457	37.20%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	75	70	84	19.52%
Section 125 Administration	-	100	-	-100.00%
Deferred Compensation Payment	515	520	520	0.00%
Maintenance Service Contracts	-	-	-	0.00%
Other Non-Professional Service	166,240	208,000	237,695	14.28%
Printing & Binding	10,736	6,500	6,500	0.00%
Central Copying Services	-	50	-	-100.00%
Postal Services	474	1,000	2,500	150.00%
Telecommunication Services	575	400	400	0.00%
Travel - Mileage	-	100	100	0.00%
Travel Conferences/Education	427	500	500	0.00%
Dues & Association Memberships	75	100	250	150.00%
Special Activities	-	-	-	0.00%
Office Supplies	313	700	700	0.00%
Books & Subscriptions	-	75	75	0.00%
Other Operating Supplies	4,611	10,000	10,000	0.00%
Materials from Donations	2,226	5,000	3,000	-40.00%
Grant Project Expenditures	306	4,599	4,000	-13.02%
Reserve for Salary Adjustments	-	-	-	0.00%
	257,786	317,812	347,336	9.29%

### Leaf Collection FY 2007-2008

The Department of Environmental Services provides collection, transport and disposal of all leaves raked to the curb by residents during the designated leaf collection season, approximately October 15 to December 15. City crews as well as seasonal employees provide these services. After collection, leaves are ground up in a large mulching machine and returned to the citizens of Falls Church at no charge. Approximately 1,124 tons of leaves are collected annually.

**Employees:** Employees are assigned from all divisions  
Temporary labor is also employed

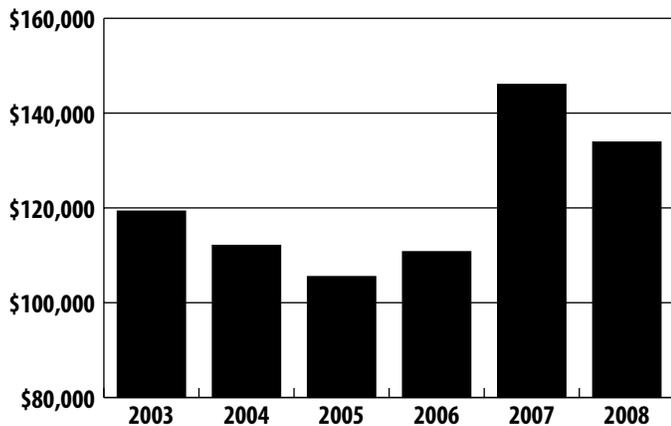
**Objectives:**

- Provide for curbside collection of leaves and brush.
- Continue to enhance public education efforts regarding leaf collection schedules and requirements.

**Performance Measure:**

- Begin collection on October 15 and complete collection by December 15. City crews will continue to check throughout the City to assure that all the leaves have been collected through the end of December.

### Leaf Collection Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
119,346	112,122	105,534	110,786	146,084	133,913
	-6.05%	-5.88%	4.98%	31.86%	-8.33%

**Notes:**

- FY 2007 increase reflects reallocation of salaries across cost centers for this activity. The Highway, Streets, and Sidewalks cost center has been reduced by like amount.
- FY 2007 also reflects increased costs related maintenance and repair of aging equipment.

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Leaf Collection</b>				
Salaries - Regular	-	63,000	67,725	7.50%
Salaries - Regular - VDOT	9,958	-	-	0.00%
Salaries - Overtime	19,380	20,000	-	-100.00%
Salaries - Overtime - VDOT	145	-	25,000	-
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	1,436	6,385	7,094	11.01%
FICA Benefits - VDOT	735	-	-	0.00%
City Retirement Benefits	-	1,260	3,115	147.25%
City Retirement Benefits - VDO	115	-	-	0.00%
Health Medical Benefits	1,533	7,446	9,017	21.10%
Health Medical Benefits - VDOT	1,137	-	-	0.00%
Group Life Benefits	-	303	715	135.72%
Group Life Benefits - VDOT	-	-	-	0.00%
Disability Insurance	-	221	501	126.54%
Disability Insurance - VDOT	68	-	-	0.00%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	1,188	2,754	2,729	-0.91%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	113	463	616	33.01%
Deferred Comp - VDOT	72	-	-	0.00%
Temporary Help Service Fees	-	-	-	0.00%
Temp Help Svc Fees VDOT	13,908	25,000	-	-100.00%
Other Non-Professional Service	9,800	10,000	11,400	14.00%
Other Non-Prof Service VDOT	-	-	-	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Rental Fee - Motor Pool	-	-	6,000	-
Rental Fee - Motor Pool VDOT	-	9,251	-	-100.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	59,586	146,084	133,913	-8.33%

### General Services FY 2007–2008

The Department of Environmental Services provides for the repair/maintenance of the City's municipal facilities. This function, in large part, will be outsourced to a private contractor. Services will include the maintenance and repair of City Hall, Community Center, Library, Aurora House, Court Services, and Cherry Hill Farmhouse. The Property Yard and group home maintenance will continue to be provided by City staff, while Fire Station #6 will continue to be maintained under the current partnership with Arlington County facilities maintenance staff. DES staff will provide contract management.

Contractor responsibilities will include managing, operating, maintaining, and providing building engineering services. Except as required by the City, the contractor will procure all materials, supplies, equipment, and labor necessary to maintain and repair City facilities. Further, the contractor will implement a system to receive, record, and track all service and trouble reports. Performance results will be specified in the contract.

**Employees:** Contracted services

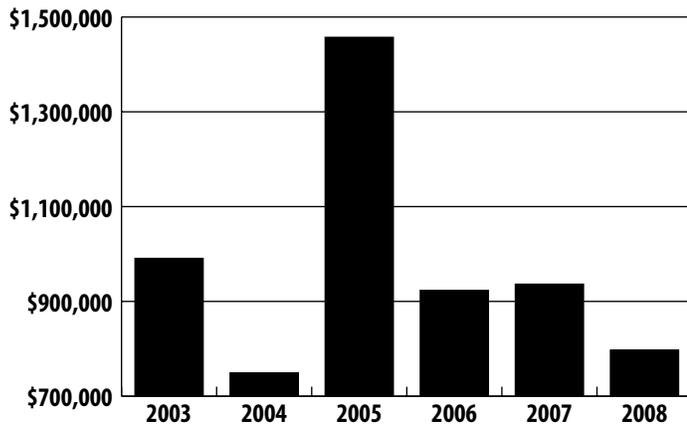
**Objectives:**

- To implement a cost-effective preventive and corrective maintenance program that meets identified performance goals to ensure safe, sanitary, and fully operational municipal facilities.

**Performance Measures:**

- Respond within 24 hours to an average 40 service and trouble calls weekly.
- Provide monthly reports regarding program performance.

### General Services Budget Trend - FY 2003–2008



2003	2004	2005	2006	2007	2008
991,058	749,189	1,457,447	923,598	936,667	797,282
	-24.41%	94.54%	-36.63%	1.42%	-14.88%

**Notes:**

- The FY 2005 increase is attributed to one-time expenditures (PAUG projects): City Hall parking lot project, City Hall renovations project, Generator project, City facilities reinvestment project.
- The FY 2006 decrease reflects the transfer of PAUGs to Capital Project Fund.

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>General Services</b>				
Salaries - Regular	82,621	84,961	-	-100.00%
Salaries - Overtime	5,485	3,000	-	-100.00%
Salaries - Temporary	-	19,000	-	-100.00%
FICA Benefits	6,716	11,396	-	-100.00%
City Retirement Benefits	1,186	1,699	-	-100.00%
Health Medical Benefits	6,726	3,458	-	-100.00%
Group Life Benefits	799	423	-	-100.00%
Disability Insurance	586	308	-	-100.00%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	1,805	2,132	-	-100.00%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	1,058	1,040	-	-100.00%
Professional Services	133,347	105,800	111,000	4.91%
Repairs & Maintenance	182,081	444,000	450,000	1.35%
Repairs & Maint - Group Homes	8,520	15,000	15,000	0.00%
Maintenance Service Contracts	83,846	85,000	89,250	5.00%
Printing & Binding	-	200	-	-100.00%
Electrical Services	76,468	87,150	87,150	0.00%
Natural Gas Services	33,574	21,000	35,000	66.67%
Water & Sewer Services	4,619	7,300	5,000	-31.51%
Telecommunication Services	1,261	2,000	-	-100.00%
Lease/Rental of Equipment	-	20,000	4,882	-75.59%
Travel Conferences/Education	-	-	-	0.00%
Office Supplies	1,147	-	-	0.00%
Repair & Maintenance Supplies	8,016	20,000	-	-100.00%
Repair & Maint Supplies-Group	-	1,100	-	-100.00%
Uniforms & Wearing Apparel	200	400	-	-100.00%
Other Operating Supplies	348	300	-	-100.00%
Safety Equipment	-	-	-	0.00%
Capital Project Expenditures	-	-	-	0.00%
	640,409	936,667	797,282	-14.88%

### Motor Pool FY 2007-2008

The Department of Environmental Services provides routine annual maintenance and repair of City owned motor vehicles and off-road equipment. City personnel perform repairs and maintenance to approximately 78 motor vehicles yearly, with the exception of major transmission overhauls and other specialized functions. City, school, fire, and rescue vehicles pump approximately 112,000 gallons of alternative fuels such as E10 gasoline and B20 bio-diesel annually.

- Employees:**
- 2.0 - Mechanics
  - 1.0 - Vehicle Maintenance Supervisor
  - 1.0 - Auto Parts Specialist

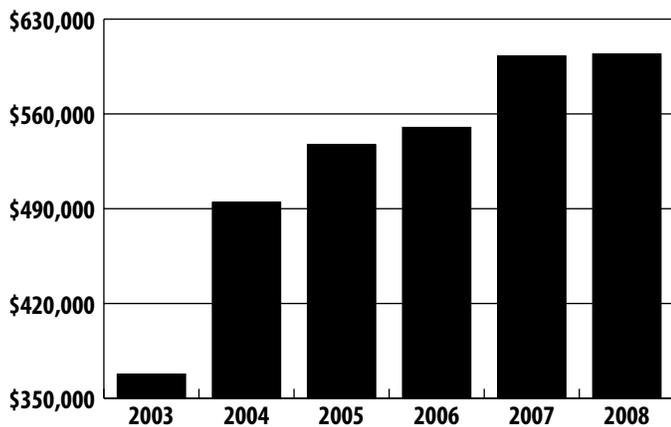
**Objectives:**

- Secure Automotive Service Excellence (ASE) certification of the Shop Supervisor in automotive repairs (brakes, emissions, tune-ups and electrical).
- Continue to purchase alternative fuel vehicle pursuant to the City's green fleet policy.

**Performance Measures:**

- Respond to all requests for motor vehicle services within 24 hours 90 percent of the time.
- Maintain the total fleet operational 90 percent of the time.

### Motor Pool Budget Trend: FY 2003-2008



2003	2004	2005	2006	2007	2008
367,853	494,682	537,285	550,094	602,749	604,152
	34.48%	8.61%	2.38%	9.57%	0.23%

**Notes:**

- Increases in each year reflect rising fuel and parts costs.
- FY 2004 increase also reflects costs to purchase four sanders.
- FY 2007 increase also reflects costs to purchase two replacement truck beds.

## ENVIRONMENTAL SERVICES EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Motor Pool</b>				
Salaries - Regular	201,402	204,453	227,213	11.13%
Salaries - Overtime	1,815	2,200	2,200	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	15,111	15,889	17,550	10.46%
City Retirement Benefits	2,860	4,089	10,452	155.60%
Health Medical Benefits	16,360	19,817	18,548	-6.40%
Group Life Benefits	1,911	1,728	2,399	38.88%
Disability Insurance	1,415	1,260	1,681	33.47%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	4,356	-	4,914	-
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	1,007	1,040	1,040	0.00%
Professional Services	-	100	100	0.00%
Repairs & Maintenance	67,242	65,000	65,000	0.00%
Maintenance Service Contracts	3,886	3,000	3,000	0.00%
Printing & Binding	105	200	200	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Postal Services	-	40	40	0.00%
Telecommunication Services	2,973	2,800	2,800	0.00%
Vehicle Insurance	73,438	81,000	81,000	0.00%
General Liability Insurance	3,420	3,000	6,000	100.00%
Insurance Deductible	-	-	-	0.00%
Lease/Rental of Equipment	-	-	-	0.00%
Rental Fee - Motor Pool	-	7,383	5,113	-30.76%
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	113	3,000	3,000	0.00%
Special Activities	-	-	-	0.00%
Office Supplies	858	400	400	0.00%
Repair & Maintenance Supplies	21	200	200	0.00%
Vehicle & Equipment Fuels	158,171	150,000	150,000	0.00%
Vehicle & Equipment Supplies	106,173	133,000	133,000	0.00%
Uniforms & Wearing Apparel	459	2,000	2,200	10.00%
Other Operating Supplies	90	900	900	0.00%
Small Tools	506	250	250	0.00%
Safety Equipment	-	-	-	0.00%
Motor Vehicles & Equipment	1,400	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
Expenditure Recovery - Gen Fnd	-	(100,000)	(135,048)	35.05%
Expenditure Recovery - Other	-	-	-	0.00%
	665,088	602,749	604,152	0.23%

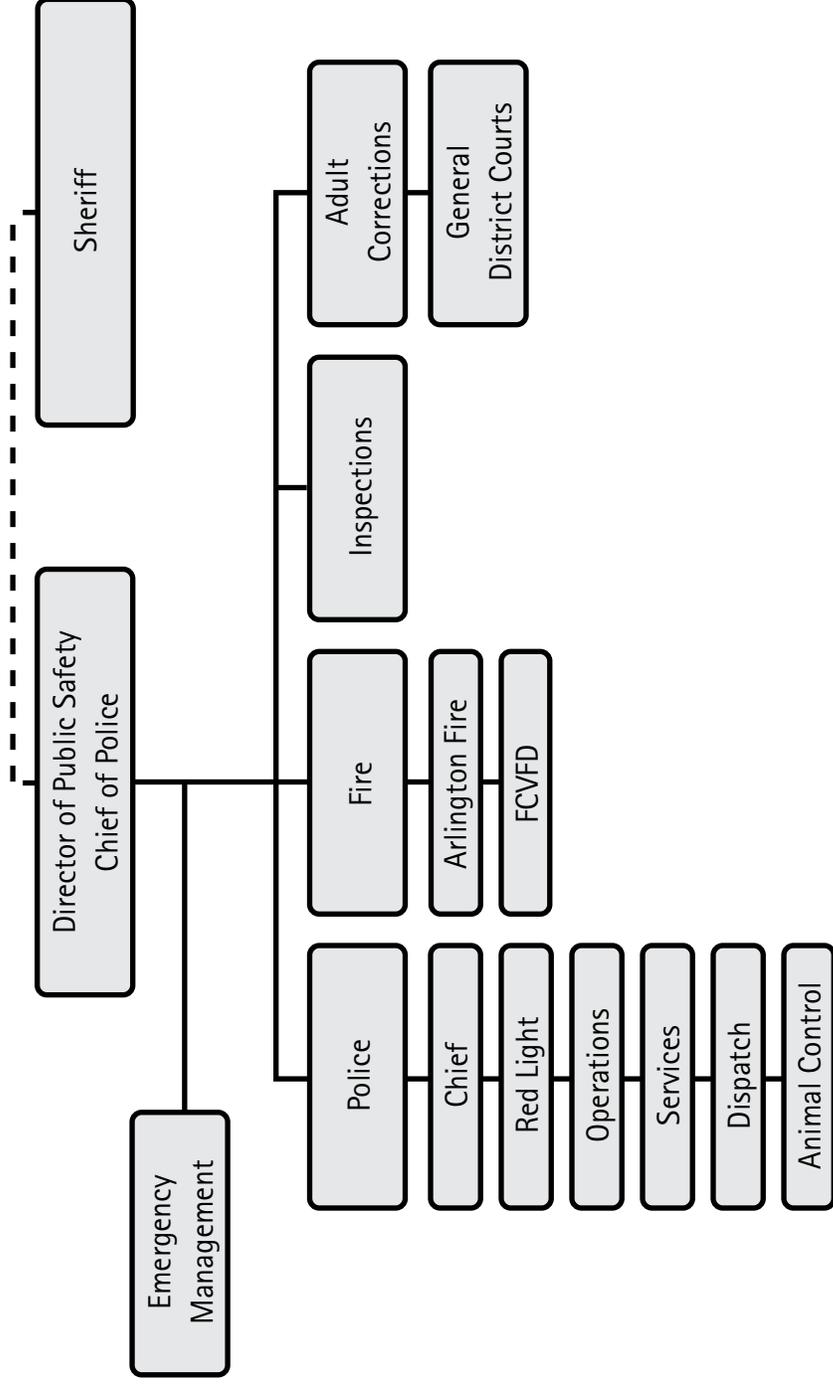
# Public Safety Expenditures



CITY OF **FALLS**  
**CHURCH**



# PUBLIC SAFETY



## PUBLIC SAFETY EXPENDITURES

### Police Department Administration FY 2007-2008

The Chief of Police reports directly to the City Manager and is responsible for managing the Police Department, serving as liaison to the Arlington County and Falls Church Volunteer Fire Departments, and as Coordinator of Emergency Management. All correspondence, purchasing, budget, grants and other administrative duties are performed by the office.

Annually, the Chief manages public safety activity for the City and prepares, submits and monitors the City's public safety budget. Serving as Director of Public Safety, the Chief maintains liaison with other Public Safety Services including the Falls Church Sheriff's Department, the Arlington County Corrections Department, the Arlington County Fire Department, and the Falls Church Volunteer Fire Department, and maintains liaison with other regional, local and federal law enforcement agencies including attending Council of Government, Homeland Security, and Police Academy meetings.

**Employees:** 1.0 - Chief of Police  
1.0 - Senior Administrative Assistant

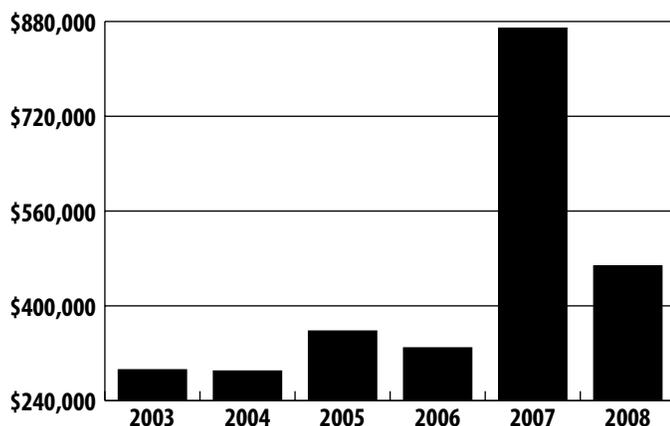
#### Objectives:

- Apply for grants to purchase equipment and technology.
- Ensure spending is within budget guidelines and approved funding.
- Attend local and regional meetings with law enforcement and emergency management officials.
- At least monthly review Division Objectives with the Division Directors.

#### Performance Measures:

- 98 percent of all division objectives and performance measures are met.
- Monitor expenditure of funds on a quarterly basis for all cost centers to keep them within budget.

### Police Department Administration Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
292,360	290,284	357,775	329,384	868,926	467,602
	-0.71%	23.25%	-7.94%	163.80%	-46.18%

**Note:**

- FY 2007 budget includes grant funding projections in the amount of \$691,122.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Police Chief</b>				
Salaries - Regular	164,497	172,920	189,428	9.55%
Salaries - Overtime	149	200	1,200	500.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	11,088	11,372	12,088	6.30%
City Retirement Benefits	633	944	2,378	151.96%
Health Medical Benefits	3,855	4,770	5,150	7.97%
Group Life Benefits	1,584	1,357	2,000	47.37%

**PUBLIC SAFETY EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
Disability Insurance	1,164	990	1,402	41.62%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	2,172	2,100	2,501	19.01%
Section 125 Administration	-	48	-	-100.00%
Deferred Compensation Payment	3,536	3,520	3,520	0.00%
Professional Health Services	-	6,000	-	-100.00%
Professional Services	-	-	-	0.00%
Magistrate Services	2,670	778	3,300	324.16%
Firing Range Maintenance	3,500	3,500	3,650	4.29%
Repairs & Maintenance	-	-	-	0.00%
Maintenance Service Contracts	-	-	-	0.00%
Storage Contract	-	-	-	0.00%
Central Copying Services	-	-	-	0.00%
Postal Services	1,620	1,200	2,000	66.67%
Telecommunication Services	-	-	-	0.00%
Vehicle Insurance	-	-	-	0.00%
Public Official Insurance	30,246	30,500	30,500	0.00%
Insurance Deductible	-	-	-	0.00%
Lease/Rental of Equipment	-	13,500	2,500	-81.48%
Travel Conferences/Education	16,219	21,000	25,000	19.05%
Travel Conferences/Education	-	-	-	0.00%
NoVA Police Academy	34,408	42,283	36,086	-14.66%
Dues & Association Memberships	855	1,400	2,800	100.00%
Special Activities	689	550	1,500	172.73%
Office Supplies	-	-	-	0.00%
Vehicle & Equipment Fuels	-	-	-	0.00%
Vehicle & Equipment Supplies	-	-	-	0.00%
Uniforms & Wearing Apparel	100	300	30,000	9900.00%
Books & Subscriptions	4,723	3,500	5,000	42.86%
Other Operating Supplies	2,033	21,700	-	-100.00%
Police Supplies	-	-	-	0.00%
Materials from Donations	(217)	-	-	0.00%
Grant Expenditures	-	500,000	-	-100.00%
Grant Expenditures - LLEBG	-	-	-	0.00%
Grant Expenditures - 2004 HSP	34,917	-	-	0.00%
Grant Expenditures LCAR	-	-	-	0.00%
Law Enf Terr Prevention Prog	-	24,495	-	-100.00%
Secure Our Schools	-	-	15,599	-
2005 State Homeland Security P	-	-	-	0.00%
2006 State Homeland Security P	-	-	20,000	-
Federal Direct City Grant	-	-	-	0.00%
Gang Task Force	-	-	70,000	-
Grant Project Expenditures	4,000	-	-	0.00%
Furniture & Fixtures	-	-	-	0.00%
	324,441	868,926	467,602	-46.19%

## **Police Department Operations FY 2007–2008**

This Division is the most visible of the Police Department as they are responsible for providing and supervising the officers that patrol the City on a 24/7 basis that provides the basic police services. In addition to the patrol officers, one K-9 officer works the overnight shift to provide canine services to the City. The patrol officers respond to complaints from citizens, investigate motor vehicle accidents and perform traffic enforcement duties. The officers participate in four Regional Vehicle Safety Campaigns directed at reducing aggressive driving, speeding and school zone violations.

Annually, this Division responds to approximately 22,926 calls for service that do not require a written report, and approximately 2,412 complaints that require a written report. The patrol and traffic effort of the Division produces approximately 3,645 tickets for traffic violations annually, responds and investigates approximately 257 accidents, 724 alarms and issued approximately 983 tickets for parking violations. In addition, the Division provides security, public assistance and crowd control during four City public events and three citizen/community sponsored events.

The Operations Division participates in four regional Safety Campaigns and provides mandatory in-service training for Department personnel, as well as specialized training for department personnel as needed or requested.

**Employees:**

- 1.0 - Captain
- 4.0 - Sergeants
- 4.0 - Corporals
- 10.0 - Uniform Patrol Officers
- 1.0 - Canine Officer
- 0.0 - Traffic Officer

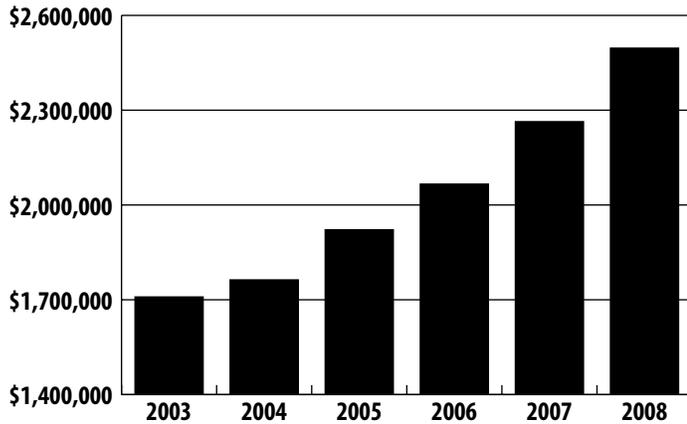
### **Objectives:**

- Reduce or maintain the number of reported motor vehicle accidents at CY06 level.
- Complete all mandated training for personnel by June 30, 2008.

### **Performance Measures:**

- Personnel have attended and completed all mandated training by June 30, 2008.
- Average emergency response time is four minutes or less.
- All reports/evaluations completed within established time frames.
- Complete detailed after action reports for all public events within 45 days of the event.
- Complete all Internal Investigations and Administrative Reviews within 45 days.

Police Department Operations Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
1,709,428	1,763,461	1,921,883	2,066,590	2,264,232	2,496,903
	3.16%	8.98%	7.53%	9.56%	10.28%

**Notes:**

- Most spending increases during FY 2005 and FY 2006 due to rising fuel costs.
- In FY 2007 the Police Department initiated several new programs, P-II and P-III, Shift Differential Pay, etc, to ensure the department is competitive with other jurisdictions. The full effect is included in FY 2008.
- Police equipment and technology proposed to be funded in FY 2007 through pay-as-you-go.
- A second parking enforcement position added, initially to be funded through a proffer.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Police Operations</b>				
Salaries - Regular	1,243,950	1,282,389	1,601,100	22.59%
Salaries - Regular	-	-	-	0.00%
Salaries - Overtime	148,483	123,905	75,000	-39.47%
Salaries - Overtime	-	-	-	0.00%
Salaries - Overtime	-	-	-	0.00%
Salaries - Temporary	227	-	-	0.00%
FICA Benefits	104,624	107,462	126,695	15.83%
FICA Benefits	-	-	-	0.00%
FICA Benefits	-	-	-	0.00%
City Retirement Benefits	342	527	-	-100.00%
City Retirement Benefits	-	-	-	0.00%
Health Medical Benefits	109,905	140,506	140,810	-5.42%
Health Medical Benefits	-	-	-	0.00%
Health Medical Benefits	-	-	-	0.00%
Group Life Benefits	11,855	11,190	16,908	48.35%
Group Life Benefits	-	-	-	0.00%
Group Life Benefits	-	-	-	0.00%
Disability Insurance	8,720	8,160	11,848	42.57%
Disability Insurance	-	-	-	0.00%
Disability Insurance	-	-	-	0.00%
Unemployment Insurance	-	-	-	0.00%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	23,605	25,924	30,382	15.07%
Section 125 Administration	-	520	-	-100.00%
Deferred Compensation Payment	9,352	9,880	11,960	15.79%
Deferred Compensation Payment	-	-	-	0.00%
Professional Services	-	-	-	0.00%
Repairs Et Maintenance	26,845	4,500	36,000	700.00%
Central Copying Services	-	-	-	0.00%

## PUBLIC SAFETY EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
Postal Services	-	-	-	0.00%
Vehicle Insurance	16,313	16,984	16,984	0.00%
Insurance Deductible	(282)	2,100	2,100	0.00%
Lease/Rental of Equipment	14,840	127,000	168,322	32.54%
Travel Conferences/Education	5,912	20,000	-	-100.00%
Taxi Cab Voucher	-	-	-	0.00%
Dues & Association Memberships	-	-	-	0.00%
Special Activities	94	500	500	0.00%
Office Supplies	990	-	-	0.00%
Vehicle & Equipment Fuels	44,346	70,000	50,000	-28.57%
Vehicle & Equipment Supplies	-	-	-	0.00%
Uniforms & Wearing Apparel	17,994	35,100	-	-100.00%
Books & Subscriptions	-	-	-	0.00%
Police Supplies	46,387	240,587	82,045	-65.90%
Police Supplies - LETPP	24,503	-	-	0.00%
Police Supplies	21,224	-	-	0.00%
Safety Equipment	4,616	25,000	26,250	5.00%
Safety Equipment	-	-	-	0.00%
Safety Equipment - DOJ BPV	-	-	-	0.00%
Police Identification Supplies	-	-	-	0.00%
Materials from Donations	-	-	-	0.00%
Grant Expenditures	-	-	-	0.00%
Motor Vehicles & Equipment	4,819	12,000	-	-100.00%
Lease/Purchase Additions	-	-	-	0.00%
	1,889,662	2,264,232	2,396,903	5.86%

## Police Department Services FY 2007–2008

This division provides the support functions for the Police Department that include maintaining records and radio systems, providing officers within the schools, crossing guards at the schools, and detectives that follow-up on major crime investigations. This division contains the POP (Problem Oriented Policing) Officers that are assigned to areas, such as the Eden Center, to work with the community on specific crime problems. The Department has one officer assigned full time to the George Mason Middle/High School who provides community resource and crime prevention services to the students and school staff. The detectives conduct follow-up investigations on burglary, auto theft, robbery and other major crimes occurring in the City. The Records Section, in this division, is open for citizens needing copies of police reports, record checks for employment, copies of accident reports, as well as data input into the Department's Records Management System.

Annually, this division investigates approximately 126 felonies and approximately 220 misdemeanors. These officers provide approximately 2,560 hours of POP to specific City locations as well as providing approximately 1,000 hours in community resource and crime prevention services to the George Mason Middle/High School.

This division is responsible for providing home/business security surveys. Specialized officers teach approximately 211 DARE classes and non-police staff file and retrieve approximately 9,500 written reports, tickets and other similar information annually. This same staff maintains one secure computer server and 19 secure computer terminals annually. Collaterally, this division provides 3,240 hours of school crossing protection, maintains 18 police vehicles, and handles approximately 1,000 pieces of evidence annually.

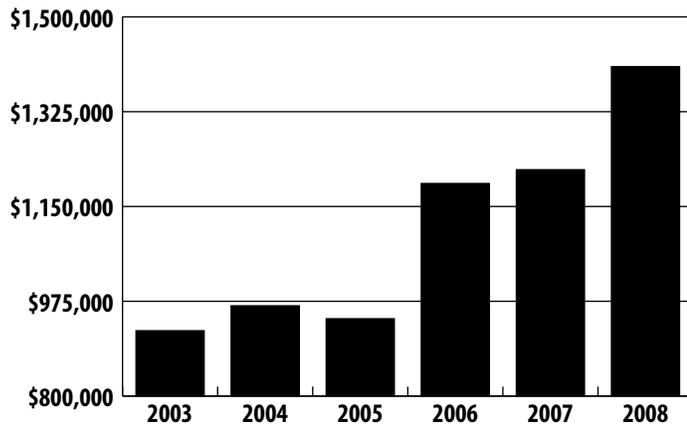
<b>Employees:</b>	1.0 - Captain
	0.0 - Lieutenant
	1.0 - Sergeant
	3.0 - Detectives
	1.0 - Senior Administrative Assistant
	2.0 - POP Officers (Bicycle Officers)
	1.0 - Community Services Officer
	1.0 - School Resource Officer
	5.0 - Crossing Guards (part-time)
	1.0 - Information System Specialist
	2.0 - Administrative Assistants

### Objectives:

- Maintain the 800 MHz Radio and CAD/RMS Systems.
- Maintain the case closure rate for CIS at CY06 levels.
- Ensure all records are entered in the Records Management System.
- Cross train records personnel in all functions of the Records Unit.
- Expand use of the Records Management System by producing CRYSTAL Reports of pertinent statistics. Institute new course entitled "Gang Resistance Education and Training (GREAT)" to the fifth grade classes at the Middle School.

## PUBLIC SAFETY EXPENDITURES

### Police Department Services Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
920,941	966,924	943,072	1,192,733	1,218,170	1,408,466
	4.99%	-2.47%	26.47%	2.13%	15.62%

**Note:**

- In FY 2005 one additional detective position was added to the division for the Northern Virginia Gang Task Force; a federal grant funds the position.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Police Services</b>				
Salaries - Regular	815,365	854,225	889,053	4.08%
Salaries - Overtime	83,123	50,000	51,150	2.30%
Salaries - Overtime	-	-	-	0.00%
Salaries - Temporary	-	-	350	-
FICA Benefits	67,559	69,690	71,952	3.25%
FICA Benefits	-	-	-	0.00%
City Retirement Benefits	3,220	5,108	5,906	15.63%
City Retirement Benefits	-	-	-	0.00%
Health Medical Benefits	70,324	76,394	82,883	8.49%
Health Medical Benefits	-	-	-	0.00%
Group Life Benefits	7,726	7,135	9,388	31.57%
Group Life Benefits	-	-	-	0.00%
Disability Insurance	5,080	4,632	6,579	42.03%
Disability Insurance	-	-	-	0.00%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	13,605	-	14,834	-
Clothing Allowance	2,250	2,400	2,400	0.00%
Section 125 Administration	-	300	-	-100.00%
Deferred Compensation Payment	6,439	6,760	6,760	0.00%
Deferred Compensation Payment	-	-	-	0.00%
Professional Services	8,189	4,800	5,000	4.17%
Repairs & Maintenance	2,203	11,500	-	-100.00%
Maintenance Service Contracts	33,710	15,500	31,800	105.16%
Printing & Binding	2,697	8,000	8,000	0.00%
Regional Fingerprint Services	6,174	7,000	8,000	14.29%
Central Copying Services	-	-	-	0.00%
Postal Services	62	-	-	0.00%
Telecommunication Services	55,773	22,595	60,000	165.55%
Vehicle Insurance	-	-	-	0.00%
Insurance Deductible	-	-	-	0.00%

**PUBLIC SAFETY EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
Lease/Rental of Equipment	22	2,020	2,200	8.89%
Travel - Mileage	-	-	-	0.00%
Travel Conferences/Education	334	-	-	0.00%
Dues & Association Memberships	1,812	300	-	-100.00%
Special Activities	779	400	-	-100.00%
Office Supplies	14,332	7,500	15,000	100.00%
Vehicle & Equipment Fuels	151	-	-	0.00%
Vehicle & Equipment Supplies	-	-	-	0.00%
Uniforms & Wearing Apparel	1,600	-	-	0.00%
Books & Subscriptions	-	-	-	0.00%
Other Operating Supplies	5,877	17,000	11,000	-35.29%
Other Operating Supplies	3,748	-	1,500	-
Safety Equipment	22	200	-	-100.00%
Microfilm & Processing	33,548	43,510	43,510	0.00%
Community Relations Supplies	1,574	1,200	1,200	0.00%
Police Identification Supplies	-	-	-	0.00%
Criminal Activity Supplies	-	-	-	0.00%
Grant Expenditures	-	-	80,000	-
	1,247,297	1,218,170	1,408,466	15.62%

## PUBLIC SAFETY EXPENDITURES

### Police Department Animal Control FY 2007–2008

The animal control officer handles cases involving domestic animals and complaints concerning wildlife in the City. The City receives approximately 20–30 animal related phone calls on a daily basis concerning animals running at-large, dogs left outside in inclement weather, animal bites, nuisance animals, and other issues dealing with domestic and wild animals. Additionally, this officer patrols the City enforcing the animal code. Annually, this officer responds to approximately 750 calls concerning animals and secures approximately 200 animals (domestic and wild) per year. In addition, the officer must maintain all necessary/mandated logs, contacts, and written reports involving custody and control of these animals.

The officer performs educational programs for City Schools and civic organizations annually, provides public information and outreach regarding serious or dangerous animal diseases and maintains and instructs a comprehensive "Animal Control Field Training Program" for all Police Department personnel. The officer also has collateral duties and remains state certified as an Emergency Communications Technician in Police Communications.

**Employee:** 1.0 - Animal Control Officer

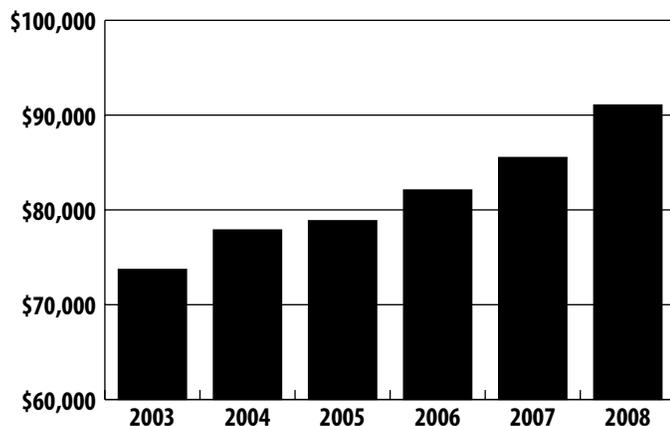
#### Objectives:

- Maintain animal control vehicle to the required State of Virginia mandates.
- Prepare and provide training for City Government and public organizations.
- Be fully compliant for all State and Police Department audits.

#### Performance Measures:

- Respond to all reported complaints involving wild or domestic animals within 24 hours of the officer receiving notice.
- Successfully complete and pass all mandated training.
- Provide requested educational programs for city schools. Instruct the "Animal Control Field Training Program" for Police Department personnel. Provide training for public or civic organizations when requested.
- Pass all Police Department and Commonwealth Audits.

### Police Department Animal Control Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
73,733	77,901	78,877	82,118	85,542	91,085
	5.65%	1.25%	4.11%	4.17%	6.48%
<b>Note:</b>					
• Increases due to salary and the cost of impounding animals.					

**PUBLIC SAFETY EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Animal Control</b>				
Salaries - Regular	56,509	59,828	64,927	8.52%
Salaries - Overtime	535	400	400	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	4,310	4,647	4,998	7.54%
City Retirement Benefits	810	1,197	2,987	149.60%
Health Medical Benefits	4,151	4,654	7,918	70.16%
Group Life Benefits	548	493	686	38.96%
Disability Insurance	401	360	481	33.55%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	1,001	1,000	1,150	15.02%
Section 125 Administration	-	24	-	-100.00%
Deferred Compensation Payment	522	520	520	0.00%
Claims & Pound Services	1,980	2,500	2,500	0.00%
Repairs & Maintenance	-	-	4,000	-
Vehicle Insurance	-	-	-	0.00%
Insurance Deductible	-	-	-	0.00%
Lease/Rental of Equipment	-	9,420	-	-100.00%
Dues & Association Memberships	55	50	60	20.00%
Vehicle & Equipment Fuels	-	-	-	0.00%
Uniforms & Wearing Apparel	100	200	100	-50.00%
Books & Subscriptions	-	50	60	20.00%
Police Supplies	691	200	300	50.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	71,611	85,542	91,085	6.48%

## PUBLIC SAFETY EXPENDITURES

### Police Department Dispatch FY 2007–2008

The dispatchers answer the Police Department emergency and non-emergency phones 24/7/365, the E-911 call transfer point for the City, dispatch complaints requiring police officer response, and they are the after hours contact point for the City. The dispatchers also provide after hours security for City Hall and all other City buildings, including schools, by monitoring the city fire/burglary alarm system. The dispatchers monitor the Emergency Public Safety Radio System for the Capitol Region, Weather Radio, Amber Alert System and other emergency notification systems.

Annually, the Dispatch Center answers approximately 60,000 emergency and non-emergency telephone calls and an additional 22,926 calls for service. In addition, the dispatch center maintains the criminal warrant file system consisting of approximately 400 warrants and conducts computer records checks for approximately 8,000 motor vehicles and 8,500 drivers annually.

**Employees:** 1.0 - Emergency Communications Supervisor  
5.0 - Emergency Communications Technicians

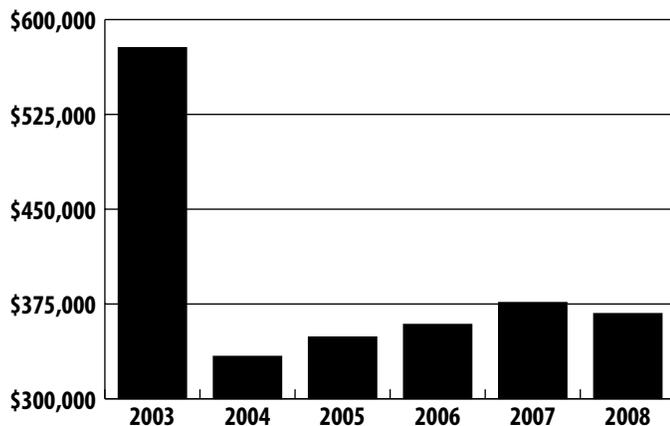
#### Objectives:

- During this fiscal period, reduce attrition and thus keep the cost center within its overtime budget.
- In FY 2007/2008, with full staffing, it will be a goal for the section to meet the training goals within the personnel Individual Performance Plan.
- Establish a data link with Fairfax and Arlington Counties that will speed the response to mutual aid requests and the coordination of joint activities.
- Train all dispatchers in managing the Center during critical events.

#### Performance Measures:

- Maintain expenditures within allocated funding.
- All personnel receive at least two opportunities to attend training during FY 2007-2008.

### Police Department Dispatch Budget Trend: FY 2003–2008



2003	2004	2005	2006	2007	2008
73,733	77,901	78,877	82,118	85,542	91,085
	5.65%	1.25%	4.11%	4.17%	6.48%
<b>Note:</b>					
• Increases due to salary and the cost of impounding animals.					

**PUBLIC SAFETY EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Police Dispatch</b>				
Salaries - Regular	246,768	263,718	256,245	-2.83%
Salaries - Overtime	36,091	21,000	21,630	3.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	21,405	21,940	21,257	-3.11%
City Retirement Benefits	3,471	5,274	11,787	123.48%
Health Medical Benefits	21,405	25,790	19,947	-22.66%
Group Life Benefits	2,356	2,156	2,706	25.54%
Disability Insurance	1,733	1,572	1,896	20.65%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	1,621	320	1,683	425.94%
Section 125 Administration	-	120	-	-100.00%
Deferred Compensation Payment	2,167	2,080	2,080	0.00%
Professional Services	-	-	-	0.00%
Repairs & Maintenance	1,358	6,300	6,489	3.00%
Maintenance Service Contracts	117	7,400	200	-97.30%
Emergency 911 System	21,696	18,464	18,464	0.00%
Telecommunication Services	6,872	100	2,500	2400.00%
Uniforms & Wearing Apparel	600	-	600	-
Safety Equipment	-	-	-	0.00%
Grant Project Expenditures	-	-	-	0.00%
Reserve for Salary Adjustments	-	-	-	0.00%
	367,659	376,233	367,484	-2.33%

## PUBLIC SAFETY EXPENDITURES

### Police Department Emergency Operations FY 2007–2008

This office ensures that the City Emergency Operations Plan is reviewed and updated on a regular basis. In addition, staff who serve this function as a collateral duty, coordinate and attend monthly Council of Governments Emergency Services Managers Meetings, attend state mandatory training for Emergency Services Coordinators, and maintain and update the Emergency Operations (OPS) Plan for the City. This office also receives materials from the Virginia Department of Emergency Management and distributes them to City and School departments, and maintains the City Emergency Operations Center (EOC) in a "ready condition" in case of an emergency.

The Chief of Police serves as the Coordinator of Emergency Management and coordinates all of these activities. The City Manager is the Director of Emergency Management and when an emergency occurs, the Manager, with senior staff, directs the response of the City workforce and, if needed, regional, state and federal resources.

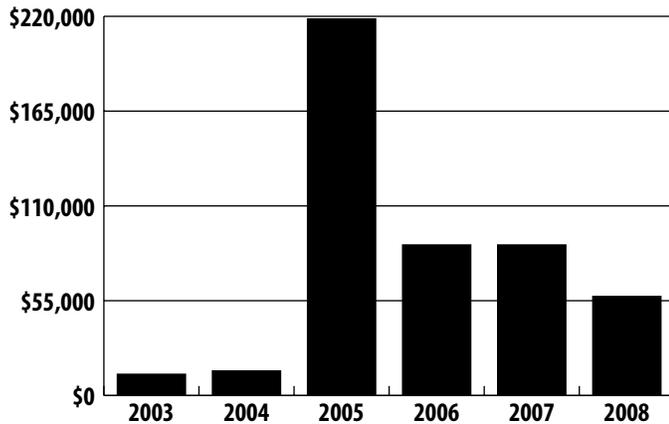
#### Objectives:

- Review the City OPS Plan with appropriate city and school staff.
- Upgrade the emergency management paging system.
- Conduct one Tabletop Exercise for the City.
- Provide or make available Emergency Management Training for City staff and citizens.
- Provide all emergency personnel with training in the National Incident Management System (NIMS), Incident Command System (ICS), and Unified Command (UC).

#### Performance Measures:

- Distribute materials on emergency preparedness to City departments and include information on Falls Church Community Television.
- Complete one Tabletop Exercise by December 1, 2007.
- Continue to train city staff on the operations/capabilities of WebEOC Program.
- Ensure City staff is fully trained in the federal and state requirements for NIMS, ISC, and Unified Command.

### Police Department Emergency Operations Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
12,408	14,350	218,606	87,450	87,450	57,550
	15.65%	1423.39%	-60.00%	0.00%	-34.19

**Notes:**

- FY 2003 this cost center was created.
- FY 2004 the City purchased equipment for the Emergency Operations Center (EOC) to include an emergency notification system for employees and citizens.

**PUBLIC SAFETY EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Emergency Operations</b>				
Repairs & Maintenance	145	500	-	-100.00%
Maintenance Service Contracts	-	-	-	0.00%
Printing & Binding	-	100	-	-100.00%
Central Copying Services	-	-	-	0.00%
Telecommunication Services	38,744	40,000	41,000	2.50%
Special Activities	278	500	500	0.00%
Office Supplies	303	550	550	0.00%
Food & Food Service Supplies	-	-	-	0.00%
Other Operating Supplies	49,769	800	1,500	87.50%
Traffic Control & Emergency Eq	-	-	-	0.00%
Machinery & Equipment	-	-	-	0.00%
Communications Equipment	3,535	45,000	14,000	-68.89%
	<b>92,775</b>	<b>87,450</b>	<b>57,550</b>	<b>-34.19%</b>

## PUBLIC SAFETY EXPENDITURES

### Police Department Fire Services Arlington County FY 2007-2008

The Office of the Chief of Police, by contract, coordinates with the Arlington County Fire Department and Volunteer Fire Department to provide 24/7/365 fire and rescue services at the Falls Church Fire Station #6. Arlington County has 30 fire fighters and emergency medical services personnel, assigned to the Falls Church Fire Station. Additionally, under the existing contract, the Arlington County Fire Department provides Fire Marshal and HAZMAT Services for the City. The Fire Marshal's office reviews all building plans, inspects businesses concerning fire code regulations for the City and the officers have law enforcement powers to conduct arson investigations. The contract saves the City considerable money by utilizing the resources of Arlington County and not duplicating services.

Annually, the Arlington Fire/EMS responds to approximately 5,400 calls and approximately 25 HAZMAT calls.

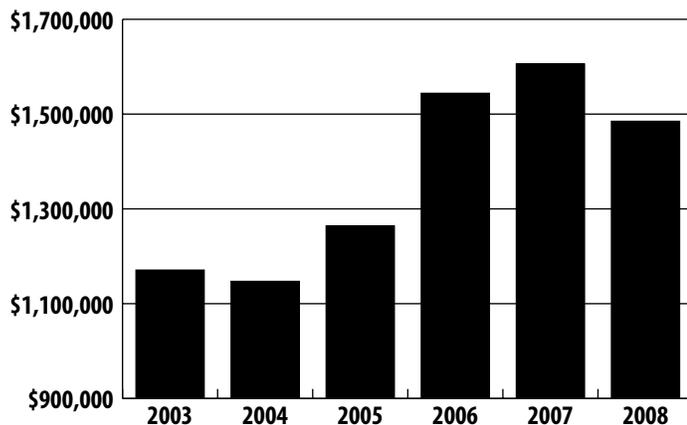
#### Objectives:

- Meet with station and City staff to ensure the station is being maintained and repairs completed.
- Continue to improve coordination and cooperation between the City, the Arlington County Fire Department, and the Falls Church Volunteer Fire Department.
- Review CIP requests with both fire departments.

#### Performance Measures:

- Hold quarterly meetings with the City and fire department personnel to discuss issues and/or concerns.
- Respond to all fire and EMS calls in the City in four minutes or less, 80 percent of the time.

### Police Department Fire Services Arlington County Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
1,171,090	1,147,338	1,264,202	1,544,137	1,606,049	1,485,102
	-2.03%	10.19%	22.14%	4.01%	-7.53%

**Notes:**

- The personnel cost for services contracted with Arlington County Fire Department for fire fighters, fire marshal services, and HazMat.
- \$100,000 in fire station improvements in FY 2007 from pay-as-you-go funding.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Fire Services - Arlington</b>				
Fire Service Contract	1,359,119	1,416,645	1,470,561	3.81%
Fire Marshall Contract	109,018	73,388	(15,731)	-121.44%
Hazmat Coordinator	-	16,016	30,272	89.01%
Capital Project Expenditures	12,982	100,000	-	-100.00%
	1,481,119	1,606,049	1,485,102	-7.53%

## Fire Services Falls Church FY 2007–2008

The mission of the Falls Church Volunteer Fire Department (FCVFD) is to aid in the preservation of life and property. This mission is completed in cooperation with the City of Falls Church government and the Arlington County Fire Department.

Employees: Volunteer Fire Department Members

During CY06, volunteers contributed in the following three primary areas related to public safety of the citizens of the greater Falls Church community:

Apparatus Staffing and Emergency Response - Personnel contributed more than 7,300 hours in 2006 staffing fire and rescue apparatus. During those hours, 1,994 emergency responses were logged. The Department maintains between 40 and 50 operational members. Members supplement Arlington personnel on the primary apparatus and operate independently on volunteer-staffed ambulances, pumpers, and support vehicles. The FCVFD owns a pumper, two ambulances, a utility vehicle, and a canteen unit.

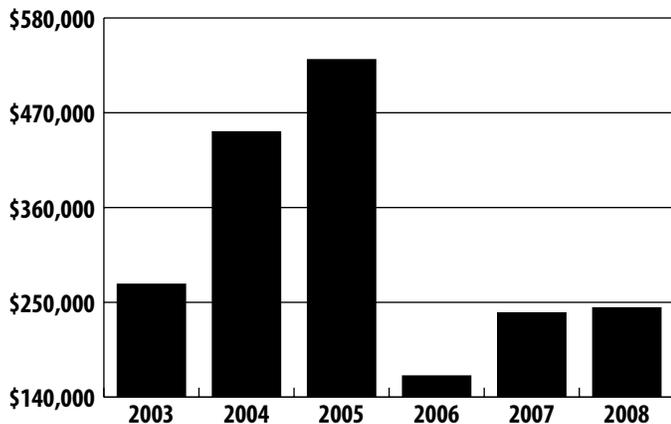
Members routinely support a number of public events with emergency medical technicians and firefighters. Those events include but are not limited to:

- Downtown Falls Church New Year's Eve Celebration
- Falls Church Memorial Day 3K Fun Run and Parade
- Falls Church Independence Day Fireworks
- Marine Corps Marathon
- Yorktown and Bishop O'Connell High School Football Games
- Taste of Falls Church

Training - Personnel spent more than 7,400 hours preparing for emergency operations in 2006. Training included structural firefighting, emergency medicine, emergency vehicle operations, tactical rescue, and hazardous materials response. A number of personnel completed officer and instructor level courses. Much of the training received is accredited by the Virginia Department of Fire Programs and the Virginia Office of Emergency Medical Services. The Department has developed many of its own instructors and conducts training programs internally.

Administration - Fire prevention, public education and the business functions of the Department accounted for over 5,200 hours of membership activity in 2006. The FCVFD hosted 68 children's birthday parties, 8 community events, and 1 scouting event in the leased space on the 2nd floor of the fire station in 2006. Additionally, the Arlington County Fire Department utilized the space on 60 occasions and the Falls Church Police utilized it on 12 occasions.

## Fire Services Falls Church Budget Trend - FY 2003–2008



2003	2004	2005	2006	2007	2008
271,178	448,000	531,752	164,740	237,912	243,772
	65.21%	18.69%	-69.02%	44.42%	2.46%
<b>Note:</b>					
• During FY 2004 and FY 2005 new apparatus was purchased for the station.					

## PUBLIC SAFETY EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Fire Services - Falls Church</b>				
Repairs & Maintenance	12,891	36,140	30,000	-16.99%
Maintenance Service Contracts	800	3,000	3,000	0.00%
Fire Hydrant Service Fees	-	-	-	0.00%
Automotive - Motor Pools	-	-	-	0.00%
Electrical Services	20,443	25,000	25,000	0.00%
Natural Gas Services	19,501	26,000	26,000	0.00%
Water & Sewer Services	-	1,000	1,000	0.00%
Telecommunication Services	5,605	13,000	13,000	0.00%
Vehicle Insurance	27,054	30,000	33,000	10.00%
Lease/Rental of Equipment	-	-	-	0.00%
Travel Conferences/Education	978	800	1,500	87.50%
Falls Church Volunteers	-	-	-	0.00%
Real Estate Tax Payments	-	-	-	0.00%
Dues & Association Memberships	323	500	500	0.00%
Office Supplies	1,112	1,300	1,300	0.00%
Custodial Supplies	650	500	-	-100.00%
Vehicle & Equipment Fuels	4,661	5,000	5,000	0.00%
Vehicle & Equipment Supplies	14,376	20,000	25,000	25.00%
Uniforms & Wearing Apparel	511	6,700	7,500	11.94%
Education & Recreation Supply	-	1,000	1,000	0.00%
Other Operating Supplies	4,087	25,000	28,000	12.00%
Grant Project Expenditures	5,094	7,800	7,800	0.00%
Grant Project Expenditures	23,586	20,436	20,436	0.00%
Grant Project Expenditures	-	14,736	14,736	0.00%
Motor Vehicles & Equipment	-	-	-	0.00%
	141,669	237,912	243,772	2.46%

## Inspections FY 2007–2008

This division is dedicated to the protection of the health, safety and welfare of residents and visitors through the enforcement of the Virginia Uniform Statewide Building Code. This division issues building, mechanical, electrical, plumbing, fuel, gas, fire alarm, and fire suppression permits and provides plan review, inspection, and code enforcement of building construction for new structures and for the rehabilitation of existing structures. This division issues and maintains occupancy permits for all buildings in the City. This division also enforces the Virginia Maintenance Code as enacted by the City.

**Employees:** 1.0 - Building Official  
 1.0 - Building and Site Inspector  
 1.0 - Senior Administrative Assistant

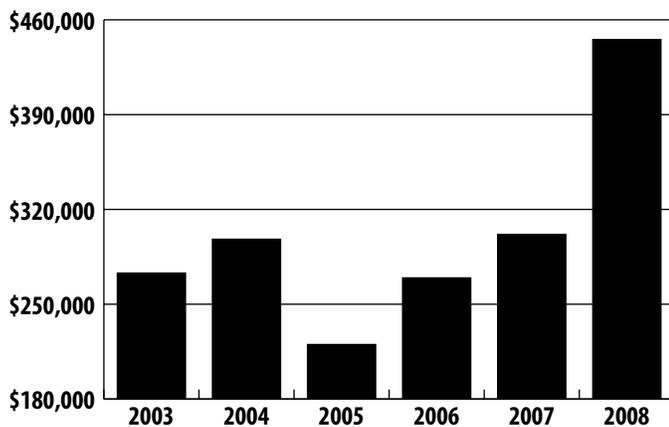
### Objectives:

- Help ensure the safety of the community's built environment by enforcing the Virginia Uniform Statewide Building Code.
- Provide a flexible, dependable, well trained, and multi-disciplined building department.
- Perform effective building plan reviews to ensure a minimum level of code compliance within a reasonable amount of time 100 percent of the time.
- Perform quality building inspections within 48 hours of request 100 percent of the time.
- Be helpful, courteous, understanding, and responsive to customers at all times.
- Aim to achieve and maintain the highest Insurance Service Organization rating and strive to be the best building code agency in the region.

### Performance Measures:

- Schedule building inspections within 48 hours of receiving call 90 percent of the time.
- Review and return site and building plans to originator within prescribed timeline 95 percent of the time.
- Respond to customer and citizen inquiries about City services within 24 hours 95 percent of the time.

## Inspections Budget Trend: FY 2003–2008



2003	2004	2005	2006	2007	2008
273,101	298,091	220,352	269,565	301,587	445,498
	9.15%	-26.08%	22.33%	11.88%	47.72%

**Notes:**

- FY 2005 reflected staff vacancies, but now the division is fully staffed.
- An additional inspector is included for FY 2008.

## PUBLIC SAFETY EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Building Inspections</b>				
Salaries - Regular	167,022	184,748	251,754	36.27%
Salaries - Overtime	5,210	4,200	4,200	0.00%
Salaries - Temporary	4,585	-	-	0.00%
FICA Benefits	13,293	14,554	19,581	34.54%
City Retirement Benefits	2,414	3,695	11,581	213.42%
Health Medical Benefits	14,322	15,854	26,693	68.37%
Group Life Benefits	1,615	1,313	2,659	102.51%
Disability Insurance	1,180	1,088	1,863	71.29%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	2,245	1,926	3,060	58.87%
Section 125 Administration	-	60	-	-100.00%
Deferred Compensation Payment	1,303	1,300	1,820	40.00%
Professional Services	44,377	59,000	109,000	84.75%
Repairs & Maintenance	-	-	-	0.00%
Maintenance Service Contracts	-	-	-	0.00%
Printing & Binding	30	400	100	-75.00%
Automotive - Motor Pools	-	-	-	0.00%
Central Copying Services	-	400	100	-75.00%
Postal Services	40	350	100	-71.43%
Telecommunication Services	1,724	1,800	1,800	0.00%
Rental Fee - Motor Pool	-	700	988	41.17%
Travel - Mileage	569	1,000	1,000	0.00%
Travel Conferences/Education	485	3,300	3,300	0.00%
Dues & Association Memberships	305	1,100	1,100	0.00%
Office Supplies	1,150	1,200	1,200	0.00%
Uniforms & Wearing Apparel	200	500	500	0.00%
Books & Subscriptions	1,009	2,000	2,000	0.00%
Other Operating Supplies	531	500	500	0.00%
Safety Equipment	-	400	400	0.00%
Microfilm & Processing	-	200	200	0.00%
	263,608	301,587	445,498	47.72%

### Adult Corrections Services FY 2007–2008

The City of Falls Church contracts with the Arlington County Sheriff’s Office to house prisoners for the City Police Department. When an arrest is made by a Falls Church police officer, the offender is taken to the Arlington County Detention Center (ADC) where they are released on bond or held for trial. The Arlington County Sheriff’s Office also coordinates the community release programs associated with the inmates, which includes jail diversion programs. The contract saves the citizens of the City from having to build and operate its own Detention Center.

In addition, the ADC houses prisoners for the City and provides outreach services with Offender Aid and Restoration Services (OAR), a private, nonprofit organization offering community-managed programs aimed at restoring offenders in Arlington, Falls Church and Alexandria. Through alternative sentencing options, OAR assists in reducing the overcrowding of the local adult and juvenile detention facilities. Community Services Program (CSP) staff members interview, place and often directly supervise referrals from all Court levels, as well as adult and juvenile probation offices. Each year, approximately 1,100 individuals provide at least 34,000 hours of community service, sometimes continuing to volunteer or receive employment with their work sites. Jail based programs include life skills, 12 step groups, mentoring, tutoring and employment classes. After release, the Employment and Transition Services (ETS) staff work with clients on transitional and employment issues, as well as make referrals for substance abuse, mental and physical health and other needed treatment.

**Employees:** Contract with Arlington County for Adult Detention Services (ADC) and Offender Aid and Restoration Services (OAR)

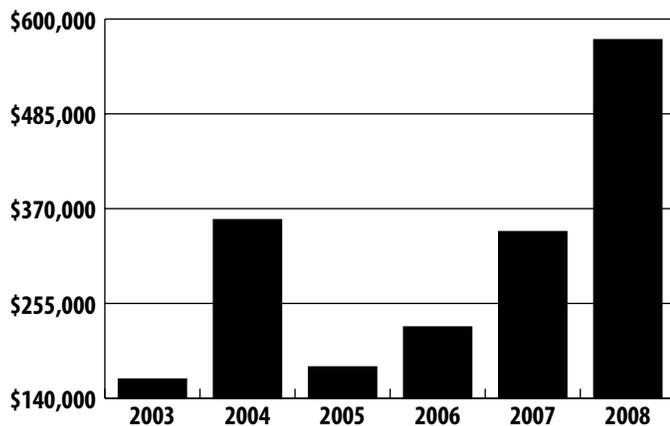
**Objectives:**

- Provide for the safe transfer of prisoners from City custody to the ADC staff.
- Ensure that space is available at the ADC to house those individuals arrested by officers from the City.
- Provide intervention in families with inappropriate responses to anger or poor communication, which is becoming increasingly necessary. The cultural diversity of the clients, at least 30 languages are spoken, is extraordinarily time-consuming and requires calm, consistent and creative supervision.

**Performance Measures:**

- Hold quarterly meetings with the City and corrections personnel to discuss issues and/or concerns.
- Respond to all calls/complaints to the department within seven days.

### Adult Corrections Services Budget Trend – FY 2003–2007



2003	2004	2005	2006	2007	2008
163,531	356,822	178,216	226,694	342,310	575,155
	118.20%	-50.05%	27.20%	51.00%	68.02%

**Note:**

- Decreases in cost in FY 2005 due to reduction in the number of individuals held in the Adult Detention Center.

## PUBLIC SAFETY EXPENDITURES

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Adult Corrections</b>				
ASAP Program	(3,914)	31	33	6.45%
Offender Aid & Restoration	-	-	-	0.00%
County Sheriff	226,694	342,279	575,122	68.03%
	222,780	342,310	575,155	68.02%

### Sheriff's Office FY 2007-2008

The Sheriff's Office is responsible for General District and Juvenile and Domestic Relations courtroom security, the serving of both civil and criminal papers, transporting prisoners, and conducting Sheriff's sales at the order of the Courts. The Sheriff's Office, annually, assists the Falls Church Police Department with traffic enforcement and control, walking patrol, crowd and traffic control at major events, and participating in the regional Smooth Operator Program. The office receives federal grants to conduct Infrastructures Patrols and maintain the security of the City's water system.

One of the primary duties of the office is to provide security to the courts and therefore, the office maintains security for 27 Juvenile and Domestic Relations court days, and for 47 General District Court days. Annually, the office serves approximately 3,100 court papers and transports approximately 300 prisoners from correctional facilities to courts, and then returns them to the correctional facility. As part of the Sheriff's community outreach effort, the office fingerprints approximately 150 persons annually, including City residents, children and non-residents; checks and installs approximately 200 child safety seats; sponsors Operation Safe Halloween; and provides funeral escorts. The office oversees approximately 15 evictions annually.

- Employees:**
- 1.0 - Sheriff
  - 1.0 - Chief Deputy Sheriff
  - 3.0 - Full Time Deputy Sheriffs
  - 2.0 - Part Time Sergeants
  - 2.0 - Part Time Deputies
  - 11.0 - Reserve Deputies
  - 0.9 - Administrative Assistant

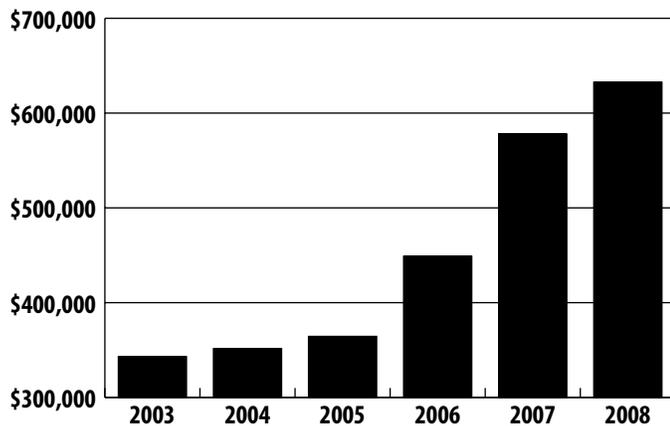
**Performance Measures:**

- Serve 98 percent of court papers received daily.
- Issue approximately 1,350 moving motor vehicle violations annually.

**Community Service Program:**

The Office created the Falls Church Community Service Program in December 2005. To date, 30 people have been assigned to the program. All community service is performed within the City. Some of the tasks performed include volunteering at local churches and at Sunrise Assisted Living facility; cleaning City vehicles; cleaning the courtroom and various areas of City Hall; and picking up trash from the grounds of City Hall, the Community Center, and Cherry Hill Park.

### Sheriff's Office Budget Trend - FY 2003-2007



2003	2004	2005	2006	2007	2008
343,159	351,612	364,600	448,964	578,017	632,615
	2.46%	3.69%	23.14%	28.74%	9.45%
<b>Note:</b>					
• A part-time Deputy position was upgraded to full time in mid-FY 2006.					

## PUBLIC SAFETY EXPENDITURES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Sheriff</b>				
Salaries - Regular	268,716	300,432	360,245	19.91%
Salaries - Regular	-	-	-	0.00%
Salaries - Regular	-	-	-	0.00%
Salaries - Overtime	3,073	5,000	2,500	-50.00%
Salaries - Overtime	-	2,500	1,000	-60.00%
Salaries - Overtime	-	-	-	0.00%
Salaries - Temporary	41,365	45,000	50,000	11.11%
Salaries - Temporary	-	-	-	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	22,810	26,967	31,526	16.91%
FICA Benefits	-	-	-	0.00%
FICA Benefits	-	-	-	0.00%
VRS Benefits	11,376	15,022	15,725	4.68%
VRS Benefits	-	-	-	0.00%
City Retirement Benefits	578	851	2,105	147.25%
Health Medical Benefits	29,928	43,958	34,096	-22.44%
Health Medical Benefits	-	-	-	0.00%
Health Medical Benefits	-	-	-	0.00%
Group Life Benefits	407	351	4,037	1050.08%
Group Life Benefits	-	-	-	0.00%
Group Life Benefits	-	-	-	0.00%
Disability Insurance	1,934	1,393	2,666	91.44%
Disability Insurance	-	-	-	0.00%
Disability Insurance	-	-	-	0.00%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	4,797	2,544	6,431	152.80%
Section 125 Administration	-	520	-	-100.00%
Deferred Compensation Payment	1,563	2,080	1,560	-25.00%
Deferred Compensation Payment	-	-	-	0.00%
Deferred Compensation Payment	-	-	-	0.00%
Professional Health Services	-	-	-	0.00%
Professional Services	-	100	100	0.00%
Repairs & Maintenance	8,197	15,000	12,000	-20.00%
Maintenance Service Contracts	-	200	125	-37.50%
Printing & Binding	-	1,500	250	-83.33%
Advertising	-	-	-	0.00%
Central Copying Services	-	200	200	0.00%
Postal Services	948	1,100	1,000	-9.09%
Telecommunication Services	1,955	5,000	4,500	-10.00%
Vehicle Insurance	8,785	10,000	11,500	15.00%
Lease/Rental of Equipment	21	21,000	22,000	4.76%
Travel - Mileage	-	1,200	1,200	0.00%
Travel Conferences/Education	302	2,500	2,500	0.00%
NoVA Police Academy	8,341	7,700	9,100	18.18%
Dues & Association Memberships	508	550	550	0.00%

**PUBLIC SAFETY EXPENDITURES**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
Office Supplies	6,764	6,000	5,200	-13.33%
Vehicle & Equipment Fuels	11,190	12,000	12,500	4.17%
Vehicle & Equipment Supplies	8,923	10,000	7,000	-30.00%
Uniforms & Wearing Apparel	14,874	10,000	12,500	25.00%
Other Operating Supplies	856	1,500	1,500	0.00%
Police Supplies	13,826	10,000	8,000	-20.00%
Materials from Donations	-	150	-	-100.00%
Grant Expenditures	-	4,000	-	-100.00%
Communications Equipment	-	11,700	9,000	-23.08%
Motor Vehicles & Equipment	60,250	-	-	0.00%
	532,288	578,017	632,615	9.45%

**Clerk of the General District Court**

Professional Services	3,472	10,000	10,000	0.00%
Repairs & Maintenance	-	500	500	0.00%
Maintenance Service Contracts	679	1,550	1,550	0.00%
Printing & Binding	172	700	1,200	71.43%
Laundry & Dry-Cleaning	84	200	200	0.00%
Telecommunication Services	217	377	450	19.36%
Lease/Rental of Equipment	3,616	4,199	4,300	2.41%
Travel Conferences/Education	-	800	800	0.00%
Dues & Association Memberships	215	250	250	0.00%
Office Supplies	854	1,240	1,325	6.85%
Uniforms & Wearing Apparel	-	1,000	980	-2.00%
Books & Subscriptions	1,278	1,800	1,950	8.33%
Other Operating Supplies	2,372	7,000	7,000	0.00%
Furniture & Fixtures	2,860	-	-	0.00%
	15,821	29,616	30,505	3.00%



# Education Expenditures



CITY OF **FALLS**  
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## Operating Budget

The Operating Budget funds the day-to-day costs of providing our K-12 educational program. The proposed FY 2008 Operating Budget totals \$35,391,002, representing an increase of \$1,427,543 (4.2 percent) over the FY 2007 budget.

The need and focus for increased operating funds is directly related to the School Board's Strategic Plan goals. The total budget includes an increase in funding as well as reprogramming of existing funds in order to address these goals.

	<b>2007 Original Budget</b>	<b>2008 Adopted</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Total Operating Budget	\$33,963,459	\$35,391,002	+\$1,427,543	+4.2%

## Goals and Objectives

The School Board's Budget for the 2007-08 school year provides the financial resources necessary to support academic programs and promote student achievement by addressing key priorities identified in the School Board's Strategic Plan.

### Key Strategic Plan objectives addressed by this budget:

- Recruit, retain, and reward an excellent staff;
- Design and deliver instruction and program alternatives that will meet the needs of all students, with a particular focus on "kids in the middle," underachieving students, and at-risk students;
- Use assessment data to inform and plan for instruction and to monitor student progress;
- Develop strategies to address continuous improvement in all division programs, including the College Preparatory (CP), Advanced Placement (AP), and International Baccalaureate (IB) programs; and,
- Provide a K-12 counseling and guidance program that is responsive to the needs of our students.

## Staff Objectives

### Staff Retention and Recruitment

Local, state, and national demand for qualified teachers, administrators, and other staff members continues to be high while the supply of such personnel continues to be lean, especially in areas of critical need such as science, mathematics, and special education.

The Consumer Price Index (CPI) has increased 2.8 percent in our region over the past year; however, given revenue constraints on next year's budget, a 2.0 percent salary adjustment and step increase for all eligible staff is being proposed. The goal is to keep our salary and benefit package as competitive as possible in order to retain current staff and to enable us to recruit a strong pool of applicants for vacancies.

In addition to the overall step and 2.0 percent adjustment, this budget includes a teacher salary scale which has been revised to target greater increases to those lanes and steps where FCCPS has fallen behind our competitors. In many cases, FCCPS is currently in last place, specifically on the BA and BA18 lanes and the beginning steps of other lanes.

- |  |             |
|--|-------------|
| • Provide all eligible employees with a step increase & 2.0 percent salary scale adjustment:     | \$1,166,500 |
| • Targeted competitiveness adjustments to the teacher salary scale:                              | 235,000     |
| • Adjust extra-pay for extra-duty scales by 2.0 percent; restore full-time HR Director position: | 67,000      |

<b>Total New Funding Related to Staff Retention and Recruitment:</b>	<b>\$1,468,500</b>
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## SCHOOL BOARD'S FY 2008 ADOPTED BUDGET

### Changes in Student Enrollment

A total enrollment of 1,873 students is projected for FY 2008, and represents an increase of 3 students (0.2 percent) over FY 2007 actual student membership.

Because growth in student enrollment appears to be leveling-off, no new expense items have been added in this category for FY 2008.

	FY07 Actual Students	FY08 Projected Students	Change From Current
Mt. Daniel Elementary (Grades K-1):	253	259	+6
Thomas Jefferson Elementary (Grades 2-4):	386	393	+7
M. E. Henderson Middle School (Grades 5-7):	422	425	+3
George Mason High School (Grades 8-12):	809	796	-13
<b>TOTAL STUDENT ENROLLMENT:</b>	<b>1,870</b>	<b>1,873</b>	<b>+3</b>

### Student Achievement

New or reprogrammed resources have been included in this proposed budget to address the challenges of effectively educating ALL students, including "kids in the middle."

• Arlington Career Center Tuition (increased student participation):	\$59,300
• Expanded summer school programs: (instructional staff to serve increased numbers of students; increase MEH Assistant Principal time)	31,300
• Summer curriculum writing:	21,900
• Support for academic after-school clubs, activities, and athletics: (5 EPED stipends for clubs/teams at TJ and GM)	10,100
• Addition of Curriculum/Instructional Resource Teacher (CIRT) time: (0.1 FTE Foreign Language)	8,500
• Funds to administer PSAT/NMSQT tests to all 10th & 11th grade students:	4,200
• Support for Mt. Daniel's academic technology program: (additional time for technology specialist; 0.1 FTE library aide)	3,800
<b>Total Change in Funding Related to Student Achievement:</b>	<b>\$139,100</b>

### Mandates and Security

#### Mandates

Some increases in staff and services are needed to comply with state or federal mandates:

• Special education alternative learning program (1.0 FTE teacher):	\$85,000
• Cost to conduct the state-mandated triennial census:	11,500
<b>Total Change in Funding Related to Mandates:</b>	<b>\$96,500</b>

#### Secure Environment

In response to the recommendations of the annual school safety audit, a number of security-related items are being implemented in the current school year (FY 2007), including adding cameras, reconfiguring school entrances, hiring a security coordinator, and including safety-related items in the capital budget request. Therefore, no additional security/safety items are being requested for FY 2008.

## Fixed Costs and Inflation

### Fixed Costs and Increases Related To Inflation

Fixed costs are non-discretionary items that must be funded in order to operate the system's schools and programs. Other items, such as supplies and purchased services, are subject to annual inflationary increases.

• Increases in utilities & rent:	\$107,400
• Increased cost of providing health insurance benefits: (current staff as well as current and anticipated retirees)	53,900
• Inflationary increase on instructional materials, supplies & services:	23,800
<b>Total New Funding Related to Fixed Costs &amp; Inflation:</b>	<b>\$185,100</b>

## Savings and Other Adjustments

Some FY 2007 items: 1) have been reprogrammed to address FY 2008 program needs; 2) represent one-time budget adjustments; or, 3) are expected to decrease between FY 2007 and FY 2008:

• Salary/benefit savings from FY 2007 new hires, turnover, and retirees:	-\$233,300
• Reduced/reprogrammed staffing: (0.5 FTE Special Ed teacher; 0.5 FTE GM teacher; 0.5 FTE MEH paraprofessional)	-101,600
• Shift a portion of utility expenses to the Community Service Fund: (to reflect evening, weekend, and summer use of school facilities by the community)	-79,300
• Savings from other anticipated cost reductions: (e.g. reduced vehicle replacement, timecard wages, telecommunications, & insurance costs)	-47,500
<b>Total Anticipated Savings and Adjustments:</b>	<b>-\$461,700</b>

## Operating Budget – Summary of Changes

Summary of Changes in the operating budget

• Staff Retention and Recruitment:	\$1,468,500
• Fixed Costs and Inflation:	185,100
• Student Achievement:	139,100
• Federal and State Mandates:	96,500
• Secure Environment:	-0-
• Student Enrollment Growth:	-0-
• Savings and Other Adjustments:	(461,700)
<b>Net Change In The Operating Budget:</b>	<b>\$1,447,500</b>

## SCHOOL BOARD'S FY 2008 ADOPTED BUDGET

### Revenue

#### Changes In Operating Budget Revenue

Although a 3.4 percent increase in state funding is anticipated next year (+\$93,300), combined sales tax and federal revenues are anticipated to decrease by \$272,500. The following represent significant changes in Operating Budget revenue items other than City Appropriation:

• Funds available for carry-over:	+\$110,000
• Increased state funding for teacher salaries:	+80,200
• Increased state funding in other categories:	+13,100
• Reduced sales tax revenue:	-105,200
• Reduced federal revenue:	-167,300

	2007 Original Budget	2008 Adopted	Dollar Change	Percent Change
City Appropriation:	\$27,196,087	\$28,598,300	+\$1,402,213	+5.2%
State Funds:	2,777,824	2,871,152	+93,328	+3.4%
Sales Tax:	1,965,854	1,860,623	-105,231	-5.4%
Federal Funds:	707,694	540,427	-167,267	-23.6%
Other Sources:	666,000	760,500	+94,500	+14.2%
Beginning Balance:	650,000	760,000	+110,000	+16.9%
Total Operating Budget:	\$33,963,459	\$35,391,002	+\$1,427,543	+4.2%

### Community Service Fund

The proposed FY 2008 Community Service budget totals \$1,763,031, representing an increase of \$92,459 (+5.5%) from the current year's budget. Community Services includes: Day Care; Business in Education (BIE) partnership; rentals and community use of facilities; cable television; and, Falls Church Education Foundation funding and activities.

Changes in the Community Service budget result from salary and benefit improvements for staff paid from this fund, additional expenses for community use of expanded school facilities, and an adjustment in cable television staffing.

Changes in Community Service Revenue	2007 Original Budget	2008 Adopted	Dollar Change	Percent Change
User Fees:	\$1,067,790	\$1,115,006	+\$47,216	+4.4%
City Appropriation:	456,007	478,000	+21,993	+4.8%
Other Revenue:	71,775	80,025	+8,250	+11.5%
Beginning Balance:	75,000	90,000	+15,000	+20.0%
Total Community Service Fund:	\$1,670,572	\$1,763,031	+\$92,459	+5.5%

## Food Service Fund

The proposed FY 2008 Food Service budget totals \$859,700. This represents an increase of \$73,100 (9.3 percent) from the current year's budget, resulting from projected growth in food sales and increased use of fund balance to begin replacing aging kitchen equipment. The proposed budget provides all eligible food service staff with salary improvements in the form of a step increase and a 2.0 percent salary scale adjustment.

	<b>2007 Original Budget</b>	<b>2008 Adopted</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Changes in Food Service Revenue				
User Fees:	\$602,200	\$618,700	+\$16,500	+2.7%
State and Federal Funds:	79,400	106,500	+27,100	+34.1%
Other Sources:	5,000	9,500	+4,500	+90.0%
Beginning Balance:	100,000	125,000	+25,000	+25.0%
<b>Total Food Service Fund:</b>	<b>\$786,600</b>	<b>\$859,700</b>	<b>+\$73,100</b>	<b>+9.3%</b>

## Summary

### Change in Total Budgets

Fund	<b>2007 Original Budget</b>	<b>2008 Adopted</b>	<b>Dollar Change</b>	<b>Percent Change</b>
60. Operating Budget	\$33,963,459	\$35,391,002	+\$1,427,543	+4.2%
61. Community Service	1,670,572	1,763,031	+92,459	+5.5%
64. Food Service	786,600	859,700	+73,100	+9.3%
<b>Total ALL FUNDS</b>	<b>\$36,420,631</b>	<b>\$38,013,733</b>	<b>+\$1,593,102</b>	<b>+4.4%</b>

### Change in City Appropriation

Fund	<b>2007 Adopted City Appropriation</b>	<b>2008 Adopted City Appropriation</b>	<b>Dollar Change</b>	<b>Percent Change</b>
60. Operating Budget	\$27,196,087	\$28,598,300	+\$1,402,213	+5.2%
61. Community Service	456,007	478,000	+21,993	+4.8%
64. Food Service	- 0 -	- 0 -	- 0 -	0.0%
<b>Total ALL FUNDS</b>	<b>\$27,652,094</b>	<b>\$29,076,300</b>	<b>+\$1,424,206</b>	<b>+5.2%</b>

**SCHOOL BOARD'S FY 2008 ADOPTED BUDGET**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Education</b>				
Salaries - School Board	-	-	-	0.00%
FICA Benefits	-	-	-	0.00%
City Retirement Benefits	24,807	-	-	0.00%
Education Foundation Contrib	40,000	40,000	-	-100.00%
Capital Project Expenditures	-	-	-	0.00%
	64,807	40,000	-	-100.00%

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Community College</b>				
No VA Community College	1,052	1,047	990	-5.44%
NoVA Comm College - Capital	11,100	11,200	10,800	-3.57%
	12,152	12,247	11,790	-3.73%

# Nondepartmental, Transfers, Reserves



CITY OF **FALLS**  
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## Risk Management FY 2007–2008

The purpose of this section of the Human Resources Division is to develop and monitor the Risk Management Program that includes obtaining, implementing and monitoring all insurances that cover the City's personnel, operations and infrastructure. This section also is responsible for serving as staff to the City's Retirement Board and the administration of the City's Basic and Police Pension Plans. Information and training is provided to employees each year about the City's Retirement Plans. Retirement estimates and counseling is provided to employees by this unit. Annually, we host the benefits fair and conduct open season enrollment for dental, medical, Flexible Benefits Plan, Sick Leave Bank and life insurance. In addition, we administer the City's Section 125, Flexible Benefits Plan, the City's Deferred Compensation Plan, the Commonwealth of Virginia College Savings Plans, Workers' Compensation Program and Long-Term Disability. These benefits support approximately 570 active and retired employees, and their dependents. This section also provides benefit services to the Department of Criminal Justice Academy and Constitutional Offices. This section also provides OSHA training for all new and current employees. The OSHA training includes Blood Borne Pathogen, Confined Space Entry, Hazardous Chemicals, Department of Transportation Drug and Alcohol Program.

**Employees:** 0.50 - Human Resources Director  
0.25 - Human Resources Generalists

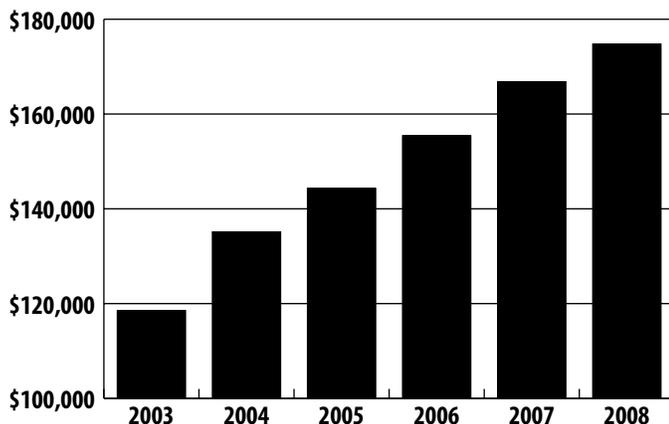
### Objectives:

- Manage workers' compensation claims and handle all other property and casualty claims promptly and professionally.
- Work with employees and retirees in resolving claims problems and calculate retirement benefits for employees contemplating retirement within seven days.
- Explore market options to determine whether there are lower cost health and dental insurance plans that the City and Schools can join.
- Ensure that the City is in compliance with all OSHA standards and employees receive proper training.
- Research to determine if an employee cafeteria benefit plan that appeals to a variety of employees can be implemented.

### Performance Measures:

- Administer the City's property and casualty insurance (general liability, motor vehicle insurance, workers' compensation, boiler and machine insurance, public official insurance, police professional liability, crime insurance and property insurance) to protect the City's assets at the lowest possible cost.
- Administer all City employee benefit programs and analyze costs to ensure they are appropriate to benefit levels.
- Process all vendor payments, performance evaluations and performance awards within one week of receipt.
- Review all City vehicular accidents within a month to determine if they were avoidable and if corrective actions need to be taken.
- Conduct a benefit survey with City and School employees to determine their level of satisfaction with benefits currently provided and a possible cafeteria benefit plan to provide more flexibility for employees.

## Risk Management Budget Trend - FY 2003–2008



2003	2004	2005	2006	2007	2008
118,542	135,146	144,336	155,428	166,844	174,751
	14.01%	6.80%	7.68%	7.34%	4.74%
<b>Note:</b>					
• Most of the increase is due to increases in the General Liability and Public Officials and Insurance policies.					

## NONDEPARTMENTAL, TRANSFERS, RESERVES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Risk Management</b>				
Salaries - Regular	67,255	70,860	73,032	3.06%
Salaries - Overtime	-	-	-	0.00%
Salaries - Temporary	-	-	-	0.00%
FICA Benefits	5,144	5,451	4,968	-8.86%
City Retirement Benefits	955	1,417	3,360	137.05%
Health Medical Benefits	8,878	4,574	6,710	46.68%
Group Life Benefits	653	586	771	31.58%
Disability Insurance	469	427	540	26.45%
Unemployment Insurance	-	-	-	0.00%
Workers' Compensation Benefits	269	156	292	87.62%
Section 125 Administration	-	-	-	0.00%
Deferred Compensation Payment	387	390	390	0.00%
Professional Health Services	2,789	4,657	5,000	7.37%
Professional Services	2,570	200	400	100.00%
Maintenance Service Contracts	-	-	-	0.00%
Printing & Binding	-	300	-	-100.00%
Central Copying Services	-	-	-	0.00%
Postal Services	6	350	350	0.00%
Telecommunication Services	-	-	-	0.00%
Boiler Insurance	4,013	4,200	3,500	-16.67%
Fire Insurance	21,744	22,500	22,980	2.13%
Surety Bonds	5,159	5,300	4,798	-9.47%
Public Official Insurance	7,500	8,000	8,800	10.00%
General Liability Insurance	27,450	28,200	29,610	5.00%
Insurance Deductible	-	500	500	0.00%
Travel Conferences/Education	298	1,000	1,000	0.00%
Dues & Association Memberships	310	350	350	0.00%
Special Activities	-	200	200	0.00%
Safe Driver Award Program	6,225	6,800	6,800	0.00%
Office Supplies	-	100	100	0.00%
Medical Supplies	-	-	-	0.00%
Books & Subscriptions	389	325	300	-7.69%
Reserve for Salary Adjustments	-	-	-	0.00%
Expenditure Recovery-Pension	-	-	-	0.00%
Expenditure Recovery Water Fnd	-	-	-	0.00%
Expenditure Recovery Sewer Fnd	-	-	-	0.00%
	162,461	166,844	174,751	4.74%

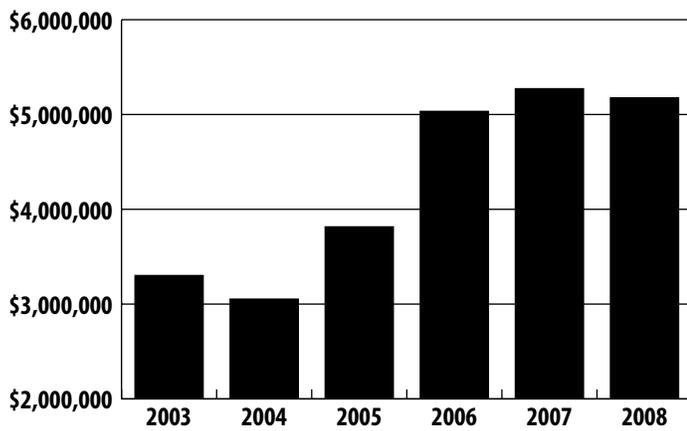
**Debt Service FY 2007–2008**

The City issues debt as necessary to fund long-lived capital assets such as schools, open space, and major public facilities and infrastructure. The proposed use of debt financing is included as part of the City's Capital Improvements Program (CIP) and is subject to the Council's adopted debt policies.

Debt service includes all general obligations of the City. The FY 2008 debt service expenditures break down functionally as follows:

Function	Amount
Schools	\$ 3,442,916
General Government	1,377,055
Open Space	346,971
Costs and fees	9,700
<b>Total</b>	<b>\$ 5,176,642</b>

**Debt Service Budget Trend - FY 2003–2008**



2003	2004	2005	2006	2007	2008
3,302,815	3,053,959	3,816,428	5,034,687	5,273,573	5,176,642
	-7.53%	24.97%	31.92%	4.03%	-1.16%

**Notes:**

- Debt service increased in FY 2005 and FY 2006 due to the issuance of \$25,000,000 in general obligation bonds in FY 2004 to fund the construction of the Mary Ellen Henderson Middle School and other School Division projects.
- The City issued debt \$1,800,000 in FY 2005 for the purchase of open space
- The City issued \$1,000,000 in general obligation debt during FY 2006 to fund improvements at Mount Daniel Elementary School.
- The City refunded the 1990 General Obligation bonds during FY 2007, resulting in an interest savings of \$6,500. Other savings were realized through the normal repayment of outstanding debt.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Debt Service</b>				
Professional Services	8,233	6,000	8,500	41.67%
Miscellaneous Debt charges	1,039	1,600	1,200	-25.00%
Redemption of Bonds	2,945,616	3,016,202	3,190,236	5.77%
REDEMPTION OF CAPITAL LEASES	205,270	161,043	-	-100.00%
Redemption of VACO Loan - Fire	-	-	-	0.00%
Redemption of FCVFD Note	-	217,500	217,500	0.00%
Interest on Bonds	1,875,040	1,835,228	1,759,206	-4.14%
INTEREST ON CAPITAL LEASES	21,457	-	-	0.00%
Payment to Refund Bonds	-	-	-	0.00%
Premiums Paid on Refunding	-	-	-	0.00%
Interest on VACO Loan - Fire	-	-	-	0.00%
Expenditure Recovery-School Dt	-	-	-	0.00%
	5,056,656	5,237,573	5,176,642	-1.16%

## NONDEPARTMENTAL, TRANSFERS, RESERVES

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Post Retirement Benefits</b>				
Health Medical Benefits	296,404	261,979	288,200	10.01%
Group Life Benefits	3,602	3,020	3,600	19.23%
Trust fund funding			1,236,805	100.00%
Postal Services	10	200	200	0.00%
Expenditure Recovery Water Fnd	-	-	-	0.00%
Expenditure Recovery Sewer Fnd	-	-	-	0.00%
	300,016	265,199	1,528,805	476.48%

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>WMATA</b>				
WMATA Bus Operating Subsidy	-	42,000	42,000	0.00%
WMATA Rail Operating Subsidy	-	210,000	210,000	0.00%
NoVA Transportation District GEORGE	4,856	5,000	5,000	0.00%
	101,985	435,000	435,000	0.00%
	106,841	692,000	692,000	0.00%

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Transfers</b>				
Transfer to Gen Fund CIP	3,526,266	2,967,000	3,414,000	15.07%
Transfer School Operating Fund	24,615,996	27,196,087	28,598,300	5.16%
Transfer School Comm Svc Fund	491,306	456,007	478,000	4.82%
	28,633,568	30,619,094	32,490,300	6.11%

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Reserves</b>				
Reserve for Contingencies	-	182,000	40,000	-78.02%
Reserve for Retirement Contrib	-	190,000	-	-100.00%
Reserve for Transit Subsidy	-	15,000	-	-100.00%
Reserve - Rent for IT	-	18,000	-	-100.00%
West End Property	200,000	-	-	0.00%
Athletic Fields Lights	-	-	-	0.00%
	200,000	405,000	40,000	-90.12%

# Water Fund

The Water Fund is included in the organizational structure of the Department of Environmental Services, which can be found on page 139.



CITY OF **FALLS**  
**CHURCH**



**WATER FUND**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Summary - Water Fund Revenues</b>				
Charges for Services	18,936,968	18,489,092	20,504,200	10.90%
Investment Revenues	429,117	540,000	557,500	3.24%
Rental Incomes	175,602	150,000	150,000	0.00%
Contributions - Private Source	1,532,935	-	-	-
Borrowings & Use of Fund Balance	-	15,965,000	6,410,000	-59.85%
Dispositions & Sales	29,795	15,500	11,000	-29.03%
<b>Total Revenues</b>	<b>21,104,418</b>	<b>35,159,592</b>	<b>27,632,700</b>	<b>-21.41%</b>
<b>Summary - Water Fund Expenditures</b>				
Water Administration	4,824,604	2,692,830	3,162,195	17.43%
Customer Service	2,310,947	1,341,191	1,230,740	-8.24%
Source of Supply	7,568,529	8,115,307	8,367,533	3.11%
Distribution	1,196,766	1,693,991	1,795,837	6.01%
Water Connections	498,338	571,835	594,529	3.97%
Debt Service	0	150,000	946,549	531.03%
Transfers	12,580,988	18,418,000	7,231,719	-60.74%
<b>Total Expenditures</b>	<b>28,980,171</b>	<b>32,983,154</b>	<b>23,329,101</b>	<b>-29.27%</b>



## Water Fund Revenues

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Charges for Services</b>				
Service Charges	17,282,090	15,119,092	17,695,200	17.04%
Connection Charges	713,483	500,000	250,000	-50.00%
Re-connection charges	1,506	10,000	1,000	-90.00%
Water Hydrant Service Charges	12,592	10,000	8,000	-20.00%
Fairfax Sewer Collection Chgs	-	290,000	-	-100.00%
Transponder Fees	98,864	30,000	30,000	0.00%
Availability Fees	815,870	2,500,000	2,500,000	0.00%
Late Fees, Penalties	12,563	30,000	20,000	-33.33%
	18,936,968	18,489,092	20,504,200	10.90%
<b>Investment Revenues</b>				
Interest on Bank Deposits	85,623	-	57,500	-
Interest on Investments	366,646	540,000	400,000	-25.93%
Gains/Losses - Investments	(23,153)	-	100,000	-
	429,117	540,000	557,500	3.24%
<b>Rental Incomes</b>				
Rental - General Property	175,602	150,000	150,000	0.00%
	175,602	150,000	150,000	0.00%
<b>Contributions - Private Source</b>				
Developers Contributions	1,532,935	-	-	-
	1,532,935	0	0	-
<b>Borrowings and Use of Fund Balance</b>				
Proceeds From Bond Sale	-	-	6,000,000	-
Transfer From Water Imp Fund	-	12,850,000	-	-100.00%
Use of Fund Balance	-	3,115,000	410,000	-86.84%
	0	15,965,000	6,410,000	-59.85%
<b>Dispositions &amp; Sales</b>				
Sale - Supplies	27,400	10,000	10,000	0.00%
Sale - Surplus	2,335	3,000	1,000	-66.67%
Miscellaneous	60	2,500	-	-100.00%
	29,795	15,500	11,000	-29.03%
	21,104,418	35,159,592	27,632,700	-21.41%

### Water Administration FY 2007–2008

The Department of Environmental Services provides management and oversight of the City's water system to ensure high quality and reliable service, including related planning, design, and construction activities. The City purchases nearly six billion gallons per year from the Washington Aqueduct. This water is then distributed through 491 miles of water mains over 33 square miles. The system includes approximately 3,100 fire hydrants and 9,800 valves, and the department collects over 150 water samples per month to ensure water quality.

<b>Employees:</b>	0.50 - Contracts Manager
	0.50 - Environmental Services Technician
	0.62 - Engineering Technician
	0.95 - Water & Sewer Inspector (2)
	0.70 - General Manager
	0.25 - Engineering Director
	0.95 - Public Utilities Director
	0.95 - Senior Administrative Assistant
	0.50 - Administrative Assistant
	0.25 - Civil Engineer
	0.95 - Utilities Engineer
	0.95 - Engineering Assistant
	0.50 - Administrative Assistant

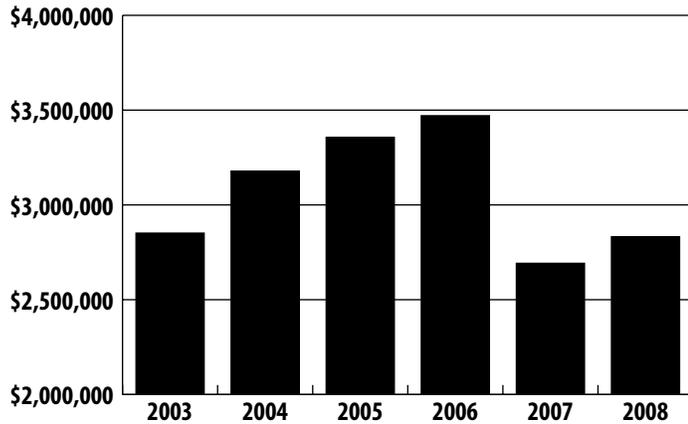
#### Objectives:

- Effectively manage CIP projects to maintain and improve system assets.
- Implement asset management plan with staff roles modified (maintenance/operations) by December 31, 2007.
- Conduct benchmarking study by June 30, 2008.

#### Performance Measures:

- Ensure 95 percent of construction projects are completed on time and within budget.
- Ensure 100 percent of City Manager and Council initiatives are acted upon within prescribed timeframes.
- Ensure 100 percent of Department objectives are met unless a change in priorities is approved.
- Respond to inquiries and complaints/compliments received from customers, engineers, contractors, developers and citizens about City services within 24 hours, and requests for water samples within 72 hours.

Water Administration Budget Trend - FY 2003-2008



2003	2004	2005	2006	2007	2008
2,852,020	3,178,902	3,356,582	3,471,336	2,692,830	2,832,195
	11.46%	5.59%	3.42%	-22.43%	5.18%

**Notes:**

- Increase in FY 2004 due to increase in administrative transfer.
- Decrease in FY 2007 due to reduction in administrative transfer.
- Decrease in FY 2008 due to reallocation of certain salaries and benefits to the General Fund.
- FY 2008 includes new funds to conduct a comprehensive benchmarking study, to include a comparative analysis of organizational structure, staffing levels and work flow, as well as the development of performance measures per the City Council's Strategic Plan.

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Water Administration</b>				
Salaries - Regular	671,122.20	828,057.97	675,702.71	-18.40%
Salaries - Overtime	14,023.05	10,000.00	20,000.00	100.00%
Salaries - Temporary	42,686.38	50,000.00	50,000.00	0.00%
FICA Benefits	53,077.62	65,779.20	54,090.72	-17.77%
VRS Benefits	-	-	-	-
City Retirement Benefits	9,264.64	16,561.16	31,082.32	87.68%
Health Medical Benefits	50,959.97	79,956.51	51,736.12	-35.29%
Group Life Benefits	6,515.96	6,560.25	7,135.42	8.77%
Disability Insurance	4,830.20	4,916.12	5,000.20	1.71%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	4,698.54	4,511.75	4,730.61	4.85%
Section 125 Administration	-	2,227.88	-	-100.00%
Deferred Compensation Payment	7,083.72	7,658.80	6,426.40	-16.09%
Administrative Costs to GF	1,484,456.00	870,000.00	870,000.00	0.00%
Pension Costs to GF	73,640.00	55,000.00	-	0.00%
Professional Services	300,854.11	337,500.00	355,000.00	5.19%
Temporary Help Service Fees	-	1,500.00	1,000.00	-33.33%
Repairs Et Maintenance	661.66	5,000.00	5,000.00	0.00%
Maintenance Service Contracts	16,324.09	2,500.00	10,000.00	300.00%
Printing Et Binding	6,642.68	7,500.00	7,500.00	0.00%
Automotive - Motor Pools	118,460.00	-	-	-
Central Copying Services	-	-	-	-
Electrical Services	-	-	250.00	-
Heating Services	676.61	-	1,000.00	-
Postal Services	12,307.30	17,000.00	17,000.00	0.00%
Telecommunication Services	15,964.71	18,000.00	18,000.00	0.00%
General Liability Insurance	91,801.00	123,000.00	129,150.00	5.00%
Rental Fee - Motor Pool	-	11,000.00	7,140.00	-35.09%
Travel - Mileage	42.93	350.00	250.00	-28.57%

## WATER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
Travel Conferences/Education	7,428.53	6,000.00	6,000.00	0.00%
Training	334.40	5,000.00	3,000.00	-40.00%
Payment in lieu of Taxes	110,000.00	110,000.00	110,000.00	0.00%
Council of Governments	3,180.00	4,000.00	4,000.00	0.00%
Dues & Association Memberships	9,655.23	8,500.00	10,000.00	17.65%
Special Activities	3,283.23	6,000.00	6,000.00	0.00%
Office Supplies	2,406.06	4,500.00	4,500.00	0.00%
Repair & Maintenance Supplies	5.00	500.00	500.00	0.00%
Uniforms & Wearing Apparel	749.04	750.00	750.00	0.00%
Books & Subscriptions	188.00	1,200.00	13,500.00	1025.00%
Other Operating Supplies	9,016.37	10,000.00	10,000.00	0.00%
Small Tools	9.41	500.00	250.00	-50.00%
Safety Equipment	-	800.00	750.00	-6.25%
Microfilm & Processing	-	500.00	750.00	50.00%
Machinery & Equipment	566.98	-	5,000.00	-
Furniture & Fixtures	-	-	-	-
Communications Equipment	-	-	-	-
Motor Vehicles & Equipment	-	-	-	-
Computer Equipment - Replace	-	10,000.00	-	-100.00%
Bad Debt Expense	61,000.00	-	-	-
Depreciation Expense	1,626,767.52	-	-	-
Loss on Disp. of Fixed Assets	3,920.83	-	-	-
GASB 45 Contribution	-	-	330,000.00	-
Reclass Capital Outlay	-	-	-	-
	4,824,603.97	2,692,829.64	2,832,194.51	5.18%

## Customer Service FY 2007–2008

This Division provides quality service to more than 34,500 accounts within the water system's 33 square mile service area. Responsibilities include meter reading, billing, mailing and collection of all water and sewer bills for the system's customers. Customer Service Representatives assist customers over the phone with common questions as well as help those who wish to pay their water bill in person at City Hall. Trained technicians install new meters, repair and replace existing meters, and perform various testing to existing meters to ensure accuracy.

- Employees:**
- 0.95 - Utilities Customer Service Director
  - 0.95 - Utility Accounting Manager
  - 0.95 - Senior Customer Service Reps (3)
  - 0.95 - Customer Service Reps (2)
  - 0.95 - Crew Leader (1)
  - 0.95 - Meter Readers (3)
  - 0.95 - Meter Technicians (2)
  - 0.95 - Field Technician (1)

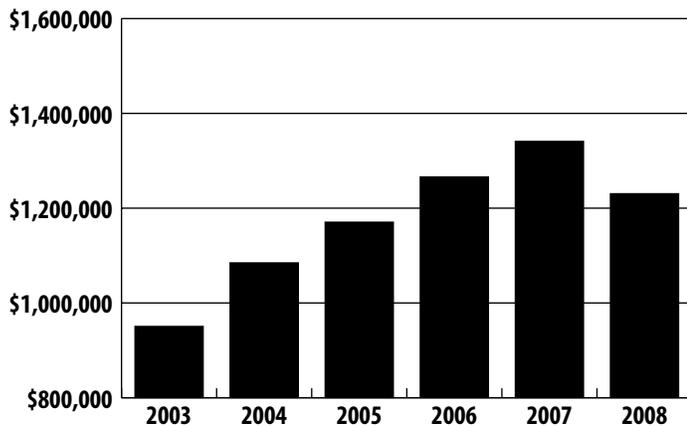
**Objectives:**

- Continue with the AMR (Automatic Meter Reading) meter change project to include all residential and commercial water meters with new meters for more accurate billing. The implementation will include AMR capability.
- Implement Compound Meter Maintenance Program to ensure accuracy of these meters for optimum revenue.
- Directly serve the public through timely and outstanding service 100 percent of the time.

**Performance Measures:**

- Maintain a 99 percent accuracy rate for water/sewer billing.
- Maintain compound meters accuracy in the 97-99 percent range by performing necessary maintenance.
- Ensure 100 percent of customer correspondence received via U.S. mail is handled within three working days and incoming telephone calls are handled the day they are received.

## Customer Service Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
950,774	1,084,877	1,170,727	1,266,210	1,341,191	1,230,740
	14.10%	7.91%	8.16%	5.92%	-8.24%

**Notes:**

- FY 2005 increase in Water Meter Budget to replace stopped meters.
- FY 2006 increase in Professional Services for Utility Billing Outsourcing.
- FY 2007 replacing very old office furnishings and USPS Postal Increase.

## WATER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Customer Service</b>				
Salaries - Regular	585,505.62	662,052.00	661,520.11	-0.08%
Salaries - Overtime	25,656.68	17,000.00	17,000.00	0.00%
Salaries - Temporary	1,236.00	-	-	-
FICA Benefits	47,385.33	52,325.39	51,906.79	-0.80%
City Retirement Benefits	7,710.79	13,241.04	30,429.93	129.82%
Health Medical Benefits	67,288.82	90,316.23	79,780.78	-11.67%
Group Life Benefits	5,556.80	5,295.20	6,985.65	31.92%
Disability Insurance	3,982.89	3,861.08	4,895.25	26.78%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	10,447.06	8,314.28	11,803.37	41.97%
Section 125 Administration	-	120.31	-	-100.00%
Deferred Compensation Payment	5,294.11	4,940.00	4,940.00	0.00%
Professional Services	71,974.57	35,500.00	38,500.00	8.45%
Temporary Help Service Fees	-	-	-	-
Repairs & Maintenance	2,067.84	1,800.00	1,800.00	0.00%
Maintenance Service Contracts	5,357.20	7,500.00	5,000.00	-33.33%
Printing & Binding	7,376.00	7,450.00	6,500.00	-12.75%
Automotive - Motor Pools	-	-	-	-
Central Copying Services	-	-	-	-
Postal Services	19,767.14	58,750.00	58,500.00	-0.43%
Telecommunication Services	5,630.33	4,500.00	4,500.00	0.00%
Lease/Rental of Equipment	1,436.45	1,450.00	1,450.00	0.00%
Rental Fee - Motor Pool	-	22,325.58	22,978.07	2.92%
Travel Conferences/Education	1,041.93	6,000.00	5,000.00	-16.67%
Training	12,129.05	-	-	-
Dues & Association Memberships	130.00	500.00	350.00	-30.00%
Special Activities	-	-	250.00	-
Office Supplies	5,247.38	7,000.00	3,800.00	-45.71%
Repair & Maintenance Supplies	1,294.95	2,400.00	2,000.00	-16.67%
Uniforms & Wearing Apparel	580.00	3,400.00	4,500.00	32.35%
Books & Subscriptions	61.90	150.00	150.00	0.00%
Other Operating Supplies	2,352.63	6,500.00	5,000.00	-23.08%
Small Tools	-	-	-	-
Safety Equipment	378.75	1,500.00	1,200.00	-20.00%
Microfilm & Processing	-	-	-	-
Water Meters	285,596.00	280,000.00	200,000.00	-28.57%
Machinery & Equipment	-	-	-	-
Furniture & Fixtures	-	12,000.00	-	-100.00%
Communications Equipment	-	-	-	-
Motor Vehicles & Equipment	22,100.00	25,000.00	-	-100.00%
Computer Equipment - Replace	-	-	-	-
Reclass Capital Outlay	1,106,361.02	-	-	-
	2,310,947.24	1,341,191.11	1,230,739.95	-8.24%

## Source Of Supply Water FY 2007–2008

This cost center supports the purchase of treated water from the U.S. Army Corps of Engineers Washington Aqueduct and its transport to the City's water distribution system. Funds are used for the operation and maintenance of eight pumping stations, as well as 10 water storage tanks in the City's water system.

- Employees:**
- 6.0 - Pumping Station Operators
  - 1.0 - Pumping Station Supervisor
  - 1.0 - Maintenance Technician
  - 1.0 - Instrumentation Technician

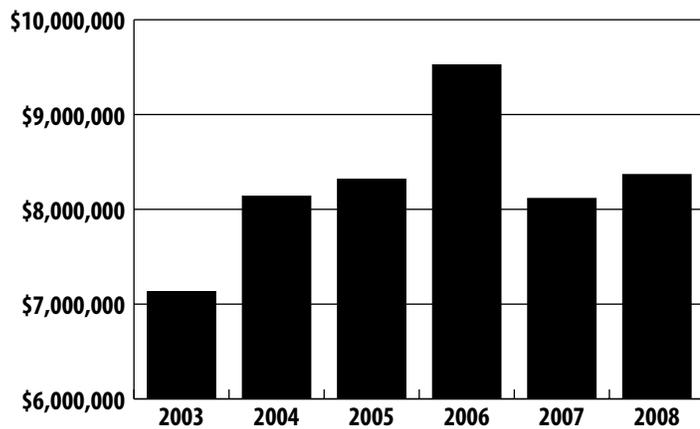
**Objectives:**

- Operate and maintain eight pumping stations with a maximum capacity of 45 million gallons a day (MGD) and ten storage facilities holding 14.2 million gallons (MG) with no major water outages.
- Evaluate and modify staff roles/levels (maintenance/operators) as part of asset management plan implementation by Dec. 31, 2007.
- Collect bacteriological, chloramines and water quality samples (more than 120/month), and new construction samples on an as-needed basis, as required by the State Health Department and EPA, to ensure the safety and purity of the water in the distribution system.

**Performance Measures:**

- Maintain water system operations with no avoidable major service interruptions through enhanced preventive maintenance program as measured by monthly reports.
- Maintain 100 percent compliance (non violations) with all state and federal water quality regulations as measured by annual sampling program/VHD reports.

## Source Of Supply Water Budget Trend – FY 2003–2008



2003	2004	2005	2006	2007	2008
7,132,959	8,139,164	8,319,019	9,524,196	8,115,307	8,367,533
	14.11%	2.21%	14.49%	-14.79%	3.11%

**Notes:**

- Increase in FY 2004 due to increases in cost of water purchases, with the temporary purchase of water from Fairfax County during the Tysons tank and improvements project. Increase also reflects consolidation of Chain Bridge cost centers into this center.
- Increase in FY 2006 due to increase in cost for maintenance and repair of tanks.
- Decrease in FY 2007 results from reduced purchase of water to reflect updated water use assumptions.

## WATER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Source of Supply</b>				
Salaries - Regular	416,816.55	420,194.00	450,464.61	7.20%
Salaries - Overtime	56,001.20	50,000.00	60,000.00	20.00%
Salaries - Temporary	-	-	27,500.00	-
FICA Benefits	35,840.90	39,843.80	41,154.29	3.29%
City Retirement Benefits	5,754.46	8,403.88	20,721.37	146.57%
Health Medical Benefits	59,123.88	72,076.19	67,481.95	-6.37%
Group Life Benefits	3,954.72	3,703.76	4,756.91	28.43%
Disability Insurance	2,853.90	2,700.66	3,333.44	23.43%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	16,452.10	20,000.00	17,780.20	-11.01%
Section 125 Administration	-	150.00	-	-100.00%
Deferred Compensation Payment	3,774.56	3,640.00	3,640.00	0.00%
Repairs & Maintenance	45,163.13	930,000.00	925,000.00	-0.54%
Maintenance Service Contracts	8,909.00	45,000.00	58,000.00	28.89%
Other Non-Professional Service	12,061.00	10,000.00	10,000.00	0.00%
Administrative Services	-	1,000.00	1,000.00	0.00%
COE - Capital Costs	1,365,206.04	843,000.00	967,000.00	14.71%
Purchase of Water	4,952,289.33	4,803,375.00	4,964,000.00	3.34%
Automotive - Motor Pools	-	-	-	-
Electrical Services	431,834.43	650,000.00	550,000.00	-15.38%
Telecommunication Services	53,304.52	36,000.00	55,000.00	52.78%
Boiler Insurance	5,468.00	6,000.00	6,000.00	0.00%
Other Property Insurance	19,996.00	20,600.00	22,500.00	9.22%
Rental Fee - Motor Pool	-	13,000.00	14,600.00	12.31%
Travel Conferences/Education	1,532.74	2,500.00	2,500.00	0.00%
Training	6,757.99	3,000.00	6,000.00	100.00%
Dues & Association Memberships	428.00	1,120.00	1,100.00	-1.79%
Office Supplies	1,171.08	800.00	1,000.00	25.00%
Repair & Maintenance Supplies	65,561.77	50,000.00	75,000.00	50.00%
Uniforms & Wearing Apparel	3,881.23	4,000.00	5,000.00	25.00%
Other Operating Supplies	2,570.66	3,000.00	3,000.00	0.00%
Testing Materials	1,671.62	10,000.00	2,000.00	-80.00%
Small Tools	-	700.00	500.00	-28.57%
Safety Equipment	1,084.42	1,500.00	1,500.00	0.00%
Machinery & Equipment	44,402.20	-	-	-
Motor Vehicles & Equipment	-	60,000.00	-	-100.00%
Buildings & Grounds	235.36	-	-	-
Reclass Capital Outlay	(55,572.20)	-	-	-
	7,568,528.59	8,115,307.29	8,367,532.78	3.11%

## Water Distribution FY 2007–2008

This cost center supports all routine and emergency maintenance activity for water mains and appurtenances, including approximately 491 miles of pipes, 3,132 fire hydrants, and 9,760 valves. In addition, funds are used for the City's water main replacement program, whereby water mains that have an unfavorable history of breaks are replaced in order to provide better service. About two miles of such problem water mains are replaced annually.

- Employees:**
- 5.0 - Maintenance Workers
  - 5.0 - Senior Maintenance Workers
  - 3.0 - Crew Leaders
  - 0.75 - Director of Operations
  - 0.75 - Assistant Director of Operations
  - 0.50 - Senior Administrative Assistant

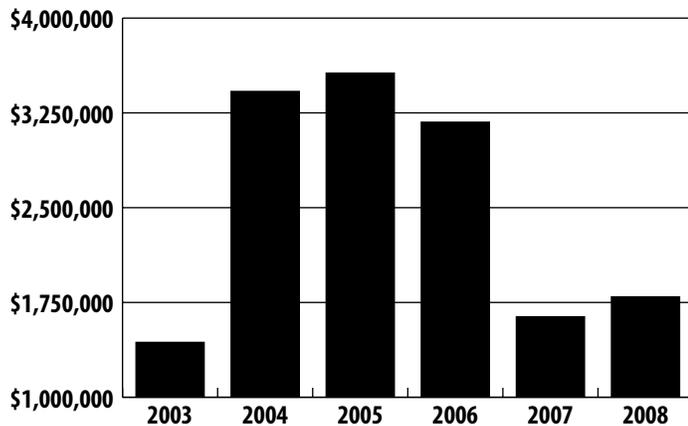
**Objectives:**

- Keep the City's water distribution system in peak operating condition through preventative and emergency maintenance.
- Annually update and implement the water main repair and replacement program.
- Coordinate with neighboring jurisdictions in case of emergency or on an as-needed basis to keep the water supply uninterrupted.

**Performance Measure:**

- Respond to service interruptions and water main breaks within four hours of notification, 100 percent of the time.

### Water Distribution Budget Trend: FY 2003–2008



2003	2004	2005	2006	2007	2008
1,435,355	3,420,829	3,565,962	3,177,507	1,637,928	1,795,837
	138.33%	4.24%	-10.89%	-48.45%	6.01%

**Notes:**

- Increase in FY 2004 due to establishment of water renewal and replacement (R&R) funds (\$2,000,000).
- Increase in FY 2007 reflects R&R program schedule, with no additional R&R funds necessary in this fiscal year.

## WATER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Distribution</b>				
Salaries - Regular	552,344.55	597,168.00	703,284.90	17.77%
Salaries - Overtime	157,045.14	150,000.00	160,000.00	6.67%
Salaries - Temporary	-	27,000.00	-	-100.00%
FICA Benefits	52,983.84	57,645.66	64,982.74	12.73%
City Retirement Benefits	7,820.23	11,943.36	32,351.11	170.87%
Health Medical Benefits	86,979.82	97,447.48	105,457.47	8.22%
Group Life Benefits	5,318.84	5,155.49	7,426.69	44.05%
Disability Insurance	3,814.64	3,760.69	5,204.31	38.39%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	24,481.94	18,761.23	31,172.17	66.15%
Section 125 Administration	-	489.12	-	-100.00%
Deferred Compensation Payment	6,103.37	6,370.00	7,080.00	11.15%
Professional Services	191,560.00	225,000.00	225,000.00	0.00%
Repairs & Maintenance	51,376.00	50,000.00	60,000.00	20.00%
Maintenance Service Contracts	-	4,000.00	4,000.00	0.00%
Paving & Sidewalk Contracts	7,197.30	50,000.00	50,000.00	0.00%
Other Non-Professional Service	-	35,000.00	35,000.00	0.00%
Automotive - Motor Pools	-	-	-	-
Electrical Services	-	6,000.00	6,000.00	0.00%
Natural Gas Services	9,481.82	6,000.00	6,000.00	0.00%
Postal Services	67.45	-	-	-
Telecommunication Services	2,417.07	1,000.00	2,000.00	100.00%
Lease/Rental of Equipment	-	2,000.00	2,000.00	0.00%
Rental Fee - Motor Pool	-	78,000.00	46,577.37	-40.29%
Travel Conferences/Education	2,352.74	2,500.00	2,500.00	0.00%
Training	2,142.90	1,500.00	4,000.00	166.67%
Dues & Association Memberships	254.00	150.00	500.00	233.33%
Special Activities	609.97	1,000.00	1,000.00	0.00%
Office Supplies	1,759.72	600.00	600.00	0.00%
Repair & Maintenance Supplies	170,100.99	200,000.00	200,000.00	0.00%
Uniforms & Wearing Apparel	3,899.23	7,500.00	7,700.00	2.67%
Other Operating Supplies	11,015.34	10,000.00	10,000.00	0.00%
Small Tools	1,553.43	2,000.00	2,000.00	0.00%
Safety Equipment	6,145.13	3,000.00	3,500.00	16.67%
Traffic Control & Emergency Eq	2,901.50	1,500.00	1,500.00	0.00%
Water Meters	2,998.55	-	-	-
Machinery & Equipment	2,450.00	1,500.00	3,000.00	100.00%
Motor Vehicles & Equipment	1,938.00	30,000.00	-	-100.00%
Computer Equipment - Replace	-	-	6,000.00	-
Water Replacement Projects	24,625.82	-	-	-
Reclass Capital Outlay	(196,973.88)	-	-	-
	1,196,765.45	1,693,991.03	1,795,836.76	6.01%

## Water Connections FY 2007–2008

The Department of Environmental Services provides the labor, equipment and materials for new domestic water service connections. Funding also provides for the maintenance and replacement of existing water services as required.

- Employees:**
- 2.0 - Senior Maintenance Workers
  - 1.0 - Senior Equipment Operator
  - 1.0 - Field Supervisor
  - 1.0 - Maintenance Worker

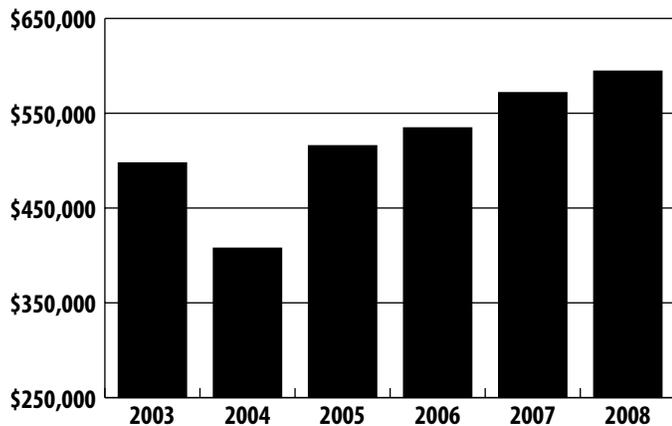
**Objectives:**

- Provide support for installation of approximately 300 new house services and relocation of approximately 150 services throughout the distribution system.
- Provide for the labor, equipment and materials for the complete installation of all house services from the water main to the water meter located at the property line.
- Assist with the distribution system maintenance section on the repair of water main breaks whenever additional manpower is required.

**Performance Measures:**

- Tap installations to be completed within 14 days for multifamily projects.
- Actual average costs for service installations to be less than or equal to fees charged.

### Water Connections Budget Trend - FY 2003–2008



2003	2004	2005	2006	2007	2008
497,716	407,785	515,848	534,700	571,835	594,529
	-18.07%	26.50%	3.65%	6.94%	3.97%

**Notes:**

- FY 2003 no equipment purchases.
- FY 2005 increase reflects purchase of a new backhoe.
- FY 2006 increase reflects purchase of a new dump truck.
- FY 2007 increase reflects purchase of a new pickup truck and cost of material.

## WATER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Water Connections</b>				
Salaries - Regular	201,056.67	236,775.00	252,646.66	6.70%
Salaries - Overtime	3,605.55	7,500.00	7,500.00	0.00%
Salaries - Temporary	-	-	-	-
FICA Benefits	17,097.74	18,885.94	19,901.22	5.38%
City Retirement Benefits	3,237.18	4,735.50	11,621.75	145.42%
Health Medical Benefits	27,871.36	39,981.62	48,513.84	21.34%
Group Life Benefits	2,200.56	1,929.71	2,667.95	38.26%
Disability Insurance	1,604.91	1,407.08	1,869.59	32.87%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	8,063.13	11,000.00	10,132.08	-7.89%
Section 125 Administration	-	120.00	-	-100.00%
Deferred Compensation Payment	2,193.78	2,600.00	2,600.00	0.00%
Professional Services	-	500.00	500.00	0.00%
Repairs & Maintenance	1,560.00	10,000.00	10,000.00	0.00%
Automotive - Motor Pools	-	-	-	-
Telecommunication Services	508.65	500.00	1,000.00	100.00%
Rental Fee - Motor Pool	-	22,500.00	10,926.28	-51.44%
Travel Conferences/Education	-	2,000.00	3,000.00	50.00%
Repair & Maintenance Supplies	9,013.35	5,000.00	5,000.00	0.00%
Uniforms & Wearing Apparel	838.37	2,500.00	2,750.00	10.00%
Other Operating Supplies	218,035.33	175,000.00	175,000.00	0.00%
Small Tools	213.98	900.00	900.00	0.00%
Safety Equipment	411.91	1,500.00	1,500.00	0.00%
Traffic Control & Emergency Eq	825.00	1,500.00	1,500.00	0.00%
Water Meters	-	-	-	-
Motor Vehicles & Equipment	-	25,000.00	25,000.00	0.00%
Reclass Capital Outlay	-	-	-	-
	498,337.47	571,834.85	594,529.36	3.97%

**WATER FUND**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Debt Service</b>				
Debt principal payments	-	75,000.00	450,000.00	500.00%
Debt Interest Payments	-	75,000.00	496,548.56	562.06%
	0.00	150,000.00	946,548.56	531.03%
<b>Transfers</b>				
Transfer to Gen Fnd - Rtn Equi	4,625,874.00	2,453,000.00	2,374,000.00	-3.22%
Transfer to Water Improve Fund	7,955,114.00	15,965,000.00	4,857,719.00	-69.57%
	12,580,988.00	18,418,000.00	7,231,719.00	-60.74%



# Sewer Fund

The Sewer Fund is included in the organizational structure of the Department of Environmental Services, which can be found on page 139.



CITY OF **FALLS**  
**CHURCH**



**SEWER FUND**

<b>ACCOUNT DESCRIPTION</b>	2006 Actual	2007 Original Budget	<b>2008 Adopted</b>	Percent Change
<b>Summary -Sewer Fund Revenues</b>				
Charges for Services	2,581,621	2,461,362	2,200,000	-10.62%
Investment Revenues	155,063	40,000	125,000	212.50%
Borrowings and Use of Fund Balance	0	950,311	3,955,311	316.21%
Dispositions Et Sales	150	0	0	-
<b>Total Revenues</b>	<b>2,736,834</b>	<b>3,451,673</b>	<b>6,280,311</b>	<b>81.95%</b>
<b>Summary - Sewer Fund Expenditures</b>				
Sewer Administration	372,638	407,746	418,418	2.62%
Customer Service	38,645	47,405	48,438	2.18%
Collections Et Disposal	1,717,350	1,681,994	1,236,732	-26.47%
Debt Service	4	0	0	-
Transfers	728,311	950,311	3,955,311	316.21%
<b>Total Expenditures</b>	<b>2,856,948</b>	<b>3,087,456</b>	<b>5,658,898</b>	<b>83.29%</b>



## SEWER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Charges for Services</b>				
Service Charges	1,977,570	2,235,362	2,100,000	-6.06%
Connection Charges	-	1,000	-	-100.00%
Fairfax Sewer Collection Chgs	383,935	-	-	-
Availability Fees	93,058	100,000	100,000	0.00%
Carrying Charges	127,059	125,000	-	-100.00%
Late Fees, Penalties	-	-	-	-
	2,581,621	2,461,362	2,200,000	-10.62%
<b>Investment Revenues</b>				
Interest on Bank Deposits	-	-	-	-
Interest on Investments	155,063	40,000	125,000	212.50%
	155,063	40,000	125,000	212.50%
<b>Borrowings and Use of Fund Balance</b>				
Proceeds from Bond Sale	-	222,000	3,200,000	1341.44%
Transfer from Sewer Imp Fund	-	-	-	-
Use of Fund Balance	-	728,311	755,311	3.71%
	0	950,311	3,955,311	316.21%
<b>Dispositions &amp; Sales</b>				
Miscellaneous	150	-	-	-
	150	0	0	-
<b>TOTAL</b>	<b>2,736,834</b>	<b>3,451,673</b>	<b>6,280,311</b>	<b>81.95%</b>

## SEWER FUND

### Sewer Administration FY 2007–2008

The Department of Environmental Services provides management and oversight of the City's sanitary sewer system, including related planning, design, construction, and rehabilitation of the system, which serves the City's 10,000 residents. The sanitary sewer system is comprised of 4,000 accounts, 44 miles of sewer mains, and 932 manholes. More than one million gallons of sewage is collected per day and sent to treatment plants in Fairfax and Arlington Counties. In addition, funding is used to develop and implement capital improvements needed to provide high quality and reliable service.

**Employees:**

- 0.05 - General Manager
- 0.05 - Engineering Technician
- 0.05 - Water & Sewer Inspectors (2)
- 0.05 - Public Utilities Director
- 0.05 - Utilities Engineer
- 0.05 - Senior Administrative Assistant
- 0.05 - Engineering Assistant

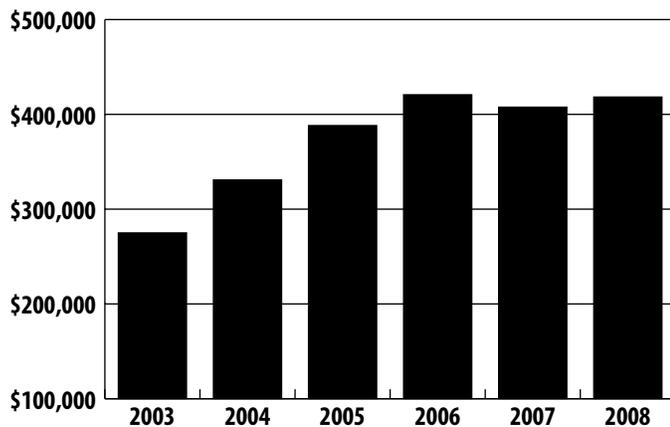
#### Objectives:

- Complete recommendations regarding the removal of sump pumps and roof drains by June 30.
- Inventory existing conditions and capacities, and initiate implementation planning by June 30, 2008 pursuant to the City Council's Strategic Plan.

#### Performance Measures:

- Respond to customer and citizen inquiries within 24 hours.
- Manage contract to line approximately 4,000 feet of sewer main to complete project on schedule and within budget.

### Sewer Administration Budget Trend - FY 2003–2008



2003	2004	2005	2006	2007	2008
275,116	330,865	388,330	420,844	407,746	418,417
	20.26%	17.37%	8.37%	-3.11%	2.62%

**Notes:**

- Increase in FY 2004 due to increase in administrative cost transfer.
- Increase in FY 2005 due to increase in administrative cost transfer and increase in payment in lieu of taxes.
- Increase in FY 2008 reflects reallocation of certain salaries and benefits.

## SEWER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Sewer Administration</b>				
Salaries - Regular	20,669.29	33,859.00	28,194.42	-16.73%
Salaries - Overtime	412.61	250.00	500.00	100.00%
Salaries - Temporary	-	10,000.00	-	-100.00%
FICA Benefits	1,565.08	784.13	2,018.73	157.45%
City Retirement Benefits	276.49	677.18	1,296.94	91.52%
Health Medical Benefits	1,422.03	2,765.70	1,531.61	-44.62%
Group Life Benefits	212.74	317.14	297.73	-6.12%
Disability Insurance	160.37	231.25	208.64	-9.78%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	193.11	211.72	263.42	24.42%
Section 125 Administration	-	-	-	-
Deferred Compensation Payment	291.62	-	306.00	-
Administrative Costs to GF	193,735.00	275,000.00	275,000.00	0.00%
Pension Costs to GF	2,727.00	2,000.00	2,000.00	0.00%
Professional Services	1,969.42	7,500.00	3,000.00	-60.00%
Repairs Et Maintenance	-	5,000.00	5,000.00	0.00%
Maintenance Service Contracts	-	600.00	500.00	-16.67%
Printing Et Binding	-	500.00	500.00	0.00%
Central Copying Services	-	-	-	-
Telecommunication Services	1,134.30	750.00	2,500.00	233.33%
Vehicle Insurance	14,200.00	27,000.00	28,000.00	3.70%
Payment in lieu of Taxes	40,000.00	40,000.00	40,000.00	0.00%
Other Operating Supplies	-	300.00	300.00	0.00%
Safety Equipment	-	-	-	-
Bad Debt Expense	9,000.00	-	-	-
Depreciation Expense	84,669.16	-	-	-
Trust Fund Funding	-	-	27,000.00	-
	372,638.22	407,746.12	418,417.49	2.62%

## SEWER FUND

### Customer Service – Sewer FY 2007–2008

This Division provides billing and mailing operation for 4,005 sewer accounts within the City's sewer system service area. Responsibilities include meter reading and billing, mailing and collection of all sewer bills for the system's customers. Customer Service Representatives assist customers over the phone with common questions as well as help those who wish to pay their water/sewer bill in person at City Hall. Trained technicians install new meters, repair and replace existing meters, and perform various testing to existing meters to ensure accuracy.

**Employees:**

- 0.05 – Utilities Customer Service Director
- 0.05 – Utilities Accounting Manager
- 0.05 – Senior Customer Service Reps (3)
- 0.05 – Customer Service Reps (2)
- 0.05 – Crew Leader (1)
- 0.05 – Meter Readers (3)
- 0.05 – Meter Technicians (2)
- 0.05 – Field Technician (1)

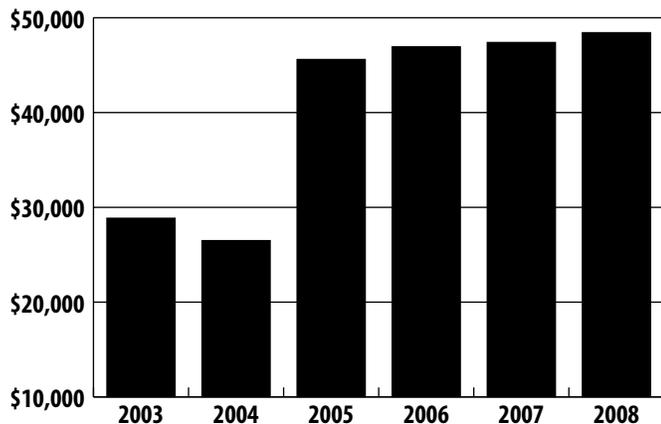
#### Objectives:

- Continue with the AMR (Automatic Meter Reading) meter change project to include all residential and commercial water meters with new meters for more accurate billing. The implementation will include AMR capability.
- Provide 100 percent accurate sewer reports to Fairfax County in a timely manner.
- Serve the public through timely and outstanding service 100 percent of the time.

#### Performance Measures:

- Ensure a 99 percent accuracy rate for water/sewer billing.
- Ensure timeliness of preparation of reports for Fairfax County.
- Ensure 100 percent of customer correspondence received via U.S. mail is handled within three working days and all telephone calls are handled the day they are received.

### Customer Service – Sewer Budget Trend FY 2003–2008



2003	2004	2005	2006	2007	2008
28,865	26,504	45,613	46,931	47,405	48,438
	-8.18%	72.10%	2.89%	1.01%	2.18%
<b>Note:</b>					
• 5 percent of Meter Reader and Meter Technician salaries included in the Sewer Budget.					

## SEWER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Customer Service</b>				
Salaries - Regular	29,345.86	33,102.60	34,816.85	5.18%
Salaries - Overtime	1,320.20	-	-	-
Salaries - Temporary	-	-	-	-
FICA Benefits	2,375.83	2,552.24	2,663.49	4.36%
City Retirement Benefits	405.70	662.05	1,601.58	141.91%
Health Medical Benefits	3,553.10	4,637.55	4,358.01	-6.03%
Group Life Benefits	288.94	278.69	367.67	31.93%
Disability Insurance	205.55	203.21	257.64	26.79%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	516.09	708.40	612.31	-13.57%
Section 125 Administration	-	-	-	-
Deferred Compensation Payment	265.99	260.00	260.00	0.00%
Professional Services	120.00	1,200.00	850.00	-29.17%
Maintenance Service Contracts	-	500.00	400.00	-20.00%
Printing & Binding	128.00	500.00	500.00	0.00%
Central Copying Services	-	-	-	-
Postal Services	119.74	1,800.00	1,000.00	-44.44%
Travel Conferences/Education	-	500.00	250.00	-50.00%
Dues & Association Memberships	-	-	-	-
Special Activities	-	-	-	-
Other Operating Supplies	-	500.00	500.00	0.00%
Small Tools	-	-	-	-
	38,645.00	47,404.74	48,437.53	2.18%

## SEWER FUND

### Collection And Disposal FY 2007–2008

This cost center funds the collection and disposal of City wastewater as well as the maintenance of wastewater facilities. It includes the City's share of capital improvements to the Arlington and Alexandria wastewater treatment plants, as the City does not have its own wastewater treatment plant. Also included are maintenance activities such as flushing approximately 242,880 linear feet of sewer mains when needed to keep sewer mains flowing at their full capacity. In addition, capital funds provide for rehabilitation of old sewer lines by lining them with fiberglass—a more cost-effective method of upgrading system capacity than excavation and replacement of deteriorating sewer pipelines.

**Employees:** 2.0 - Maintenance Worker  
1.0 - Crew Leader

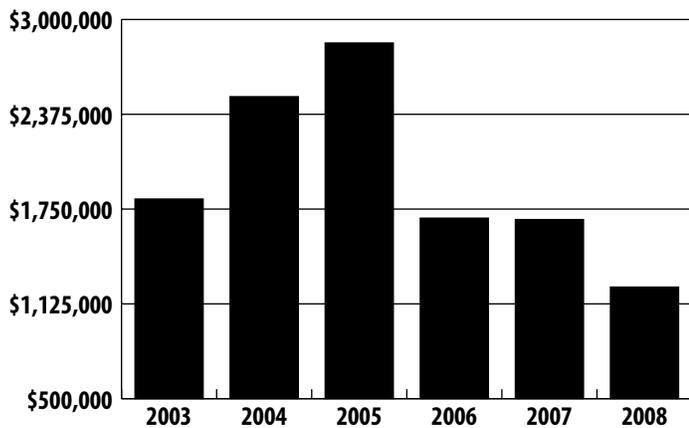
#### Objectives:

- Provide for the efficient collection and disposal of the City wastewater and the routine maintenance of wastewater facilities.

#### Performance Measures:

- Flush approximately 240,000 linear feet of sewer per quarter.
- Provide inspection for approximately 3,000 linear feet of sewer with CCTV equipment per quarter.
- Clean approximately 250 manholes per quarter.
- Provide support and technical assistance to contract to line approximately 4,000 linear feet of old sewer pipes with Insituform by June 30, 2008.

### Collection And Disposal Budget Trend - FY 2003–2008



2003	2004	2005	2006	2007	2008
1,817,085	2,492,113	2,846,181	1,691,163	1,681,994	1,236,732
	37.15%	14.21%	-40.58%	-0.54%	-26.47%

#### Notes:

- Increase in FY 2004 is due to increase in capital costs for the Arlington Wastewater Treatment (WWTP) project, and also new funding for the sewer rehabilitation project. In addition, the City purchased additional wastewater treatment capacity from Arlington.
- Increase in FY 2005 is the result of a further increase in the capital costs for the Arlington WWTP.
- Decrease in FY 2006 is a result of changing from pay-as-you-go to long-term debt financing for the Arlington WWTP improvements. Also, the funds for the sewer rehabilitation program were transferred into the Capital Improvements Program.

## SEWER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Collection &amp; Disposal</b>				
Salaries - Regular	86,959.36	95,251.00	102,504.63	7.62%
Salaries - Overtime	6,314.50	5,000.00	15,000.00	200.00%
Salaries - Temporary	-	-	-	-
FICA Benefits	6,866.80	7,748.76	8,989.10	16.01%
City Retirement Benefits	1,243.40	1,905.02	4,715.21	147.52%
Health Medical Benefits	16,967.04	16,942.52	14,797.20	-12.66%
Group Life Benefits	881.68	891.01	1,082.45	21.49%
Disability Insurance	621.62	649.69	758.53	16.75%
Unemployment Insurance	-	-	-	-
Workers' Compensation Benefits	2,562.95	1,616.08	3,021.12	86.94%
Section 125 Administration	-	-	-	-
Deferred Compensation Payment	972.86	1,040.00	1,040.00	0.00%
Repairs & Maintenance	-	-	-	-
Maintenance Service Contracts	-	15,000.00	-	-100.00%
COE - Capital Costs	1,570,328.55	1,500,000.00	1,050,000.00	-30.00%
Automotive - Motor Pools	7,500.00	-	-	-
Telecommunication Services	-	-	500.00	-
Rental Fee - Motor Pool	-	12,500.00	10,473.53	-16.21%
Repair & Maintenance Supplies	13,648.07	17,500.00	17,500.00	0.00%
Vehicle & Equipment Supplies	-	1,000.00	1,000.00	0.00%
Uniforms & Wearing Apparel	1,103.18	2,000.00	2,400.00	20.00%
Other Operating Supplies	268.83	1,000.00	1,000.00	0.00%
Small Tools	126.48	250.00	250.00	0.00%
Safety Equipment	984.77	1,500.00	1,500.00	0.00%
Traffic Control & Emergency Eq	-	200.00	200.00	0.00%
Machinery & Equipment	-	-	-	-
Motor Vehicles & Equipment	-	-	-	-
Sewer Pipe Lining Project	133,098.82	-	-	-
Reclass Capital Outlay	(133,098.82)	-	-	-
	1,717,350.09	1,681,994.08	1,236,731.77	-26.47%

## SEWER FUND

ACCOUNT DESCRIPTION	2006 Actual	2007 Original Budget	2008 Adopted	Percent Change
<b>Debt Service</b>				
Redemption of Bonds	-	-	-	-
Interest on Note Payable	3.64	-	-	-
	3.64	0.00	0.00	-
<b>Sewer Fund Transfers</b>				
Transfer-One Time Expenditures	-	-	-	-
Transfer to General Fund	-	-	-	-
Transfer Gen Fnd - PILOT	-	-	-	-
Transfer to Gen fnd - PRB	-	-	27,000.00	-
Transfer to Sewer Improve Fund	728,311.00	950,311.00	3,928,311.00	313.37%
	728,311.00	950,311.00	3,955,311.00	316.21%

# Five-Year Capital Improvements Program



CITY OF **FALLS**  
**CHURCH**



## **Fiscal Years 2008–2012**

### **Introduction**

The development of the City's Five-Year Capital Improvements Program (CIP) allows the City to take the shared and competing visions for the development of our public facilities through a disciplined evaluation process. By identifying projects and capital needs several years into the future, the City accomplishes the following objectives:

- Cost estimates for long-term objectives and identified needs are linked to available resources, and placed on a schedule for implementation;
- Major expenditures are scheduled in the context of a balanced Annual Operating Budget and a five-year financial forecast.

Capital projects are defined as a new, one-time project with a useful life of more than one year, and costing \$100,000 or more. The cost estimates included in the CIP are intended to capture the entire estimated project cost, including, as applicable, land acquisition, design, negotiated agreements, and construction. The total request for each project is evaluated and, based upon funding, is prioritized to meet the needs of the City.

The projects contained in the CIP support the goals and objectives outlined in the City's Comprehensive Plan and are intended to establish the long-term spending priorities identified by the City Council and consistent with the 2025 Vision.

The Planning Commission completed its review of this CIP on March 5, 2007. The City Manager is submitting the CIP to Council as adopted by the Planning Commission with no amendments.

## FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

### City Manager's Recommended Capital Improvements Program General Fund and School Fund FY2008 – FY2012 Summary Table

CIP PROJECTS -- GENERAL FUND	FY2008	FY2009	FY2010	FY2011	FY2012	Project Totals
<b>Administrative Services</b>						
Document Management	-	100,000	-	-	-	100,000
Telephone System Replacement	170,000	-	-	-	-	170,000
<b>Total Administrative Services</b>	<b>170,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270,000</b>
<b>Affordable Housing</b>						
Acquisition and Development	2,000,000	-	-	-	-	2,000,000
<b>Total Affordable Housing</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>
<b>Public Safety</b>						
Fire Station Upgrades	-	-	-	125,000	-	125,000
Ladder Truck	-	-	400,000	-	-	400,000
Ladder Truck - sale proceeds	-	-	350,000	-	-	350,000
Radio Upgrade - "Smartzone"	-	-	330,000	-	-	330,000
<b>Total Public Safety</b>	<b>-</b>	<b>-</b>	<b>1,080,000</b>	<b>125,000</b>	<b>-</b>	<b>1,205,000</b>
<b>Public Works</b>						
Washington Street Streetscape Design	100,000	-	-	-	-	100,000
Broad Street Improvements/Village Section	300,000	300,000	300,000	300,000	300,000	1,500,000
City Facilities Reinvestment	150,000	150,000	150,000	150,000	150,000	750,000
City Hall Improvements	330,000	8,000,000	-	-	-	8,330,000
Storm Water Facility Improvements	500,000	-	775,000	775,000	775,000	2,825,000
Tripps Run Stream Bank	150,000	-	-	-	-	150,000
Daylighting of Pipe Streams	-	300,000	-	300,000	-	600,000
Pedestrian & Traffic Calming Improvements	200,000	150,000	150,000	150,000	150,000	800,000
City Center-Transportation Improvements	469,000	478,000	418,000	424,000	424,000	2,213,000
City Center-Intermodal Transit Center-FY08 grant 2 yrs	782,000	435,000	451,000	-	-	1,668,000
City Center-Intermodal Transit Center	195,000	109,000	113,000	-	-	417,000
<b>Total Public Works</b>	<b>3,176,000</b>	<b>9,922,000</b>	<b>2,357,000</b>	<b>2,099,000</b>	<b>1,799,000</b>	<b>19,353,000</b>
<b>Recreation &amp; Parks</b>						
Athletic Fields - Rectangular	475,000	-	-	-	-	475,000
Park Master Plan Implementation	160,000	150,000	100,000	-	-	410,000
Park Master Plan Implementation-Hamlett/Rees	175,000	-	-	-	-	175,000
<b>Total Recreation &amp; Parks</b>	<b>810,000</b>	<b>150,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>1,060,000</b>
<b>Schools</b>						
Future Construction (new/ renovation)	-	-	-	800,000	50,000,000	50,800,000
Construction - Mount Daniel	-	-	-	-	-	-
Enrollment Study	-	100,000	-	-	-	100,000
Long-term Facility Planning	550,000	-	-	-	-	550,000
Systems Replacement Renewal Modernization	258,000	222,000	-	70,000	405,000	955,000
<b>Total Schools</b>	<b>808,000</b>	<b>322,000</b>	<b>-</b>	<b>870,000</b>	<b>50,405,000</b>	<b>52,405,000</b>
<b>TOTAL GENERAL FUND</b>	<b>6,964,000</b>	<b>10,494,000</b>	<b>3,537,000</b>	<b>3,094,000</b>	<b>52,204,000</b>	<b>76,293,000</b>
<b>SOURCES:</b>						
Grant/Other Funded	1,550,000	913,000	869,000	424,000	424,000	4,180,000
Total Debt Financed	2,000,000	8,000,000	400,000	800,000	50,000,000	61,200,000
Only if Grant/Revenue Offset	-	225,000	1,200,000	1,000,000	850,000	3,275,000
1% Total Revenues for CIP	-	682,429	706,314	731,035	756,622	2,876,400
Total "Pay as you go" Financed	3,414,000	673,571	361,686	138,965	173,378	4,761,600
<b>TOTAL SOURCES</b>	<b>6,964,000</b>	<b>10,494,000</b>	<b>3,537,000</b>	<b>3,094,000</b>	<b>52,204,000</b>	<b>76,293,000</b>

**Policy Issues**

The Five-Year CIP for the period of FY 2008 through FY 2012 continues past commitments and addresses new challenges for the first time. As with last year's CIP, major funding is provided for City Hall improvements, transportation improvements on the primary corridors, open space acquisition and affordable housing. The CIP continues the City's strong tradition of maintaining the best possible school facilities and with the successful completion of the Mary Ellen Henderson Middle School and the Mount Daniel expansion, the focus now shifts to long-term facility planning.

Several new challenges are addressed in this CIP. The most significant examples are projects to adequately address storm water infrastructure, City Center intermodal transit center and recreational rectangular field. Also, a project to fund technology for the City's document management system is new to the CIP this year. This CIP also builds on past efforts to address the City's transportation infrastructure by looking beyond the primary corridors and setting the stage for residential street enhancements for traffic calming and pedestrian amenities.

An overview of some of the major policy discussions in this CIP are provided below:

*Affordable Housing:* This CIP presents the Planning Commission with the continued FY 2008 proposal for significant City funding to help address the loss of affordable housing. The basic strategy is to seek a public-private partnership to support the development of new affordable housing in the City. The FY 2007 housing assessment report will be completed in March 2007 and its recommendations will shape the next steps. Major funding in FY 2008 is requested to allow the City to leverage by state and federal resources in a meaningful way. Housing and Human Services staff projects that \$2 million could leverage approximately \$35 million in private investment with state and federal incentives toward an affordable housing development or series of projects.

*Recreation & Parks:* The Task Force on Open Space Acquisition completed its report to the City Council in 2005. The Recreation & Parks Advisory Board has completed the first annual report recommendations as required by the Open Space Report. The Annual Report contains an acquisition plan for meeting the City's open space needs and the recommendations were considered for this CIP. From this Annual Plan, the recommendations for rectangular field funding as well as master planning for new land acquisitions are included in the Recreation and Parks section but not the recommendation for ongoing open space funding.

The project named "Open Space Acquisition" carries forward the funding that was approved in the FY 2006 Budget. After the recent purchases of the Hamlett Tract and 215 S. Lee Street, a balance of \$1,581,000 remains.

*City Hall Improvements:* The City Hall Improvements planning is funded in FY 2007 to conduct the feasibility and conceptual plan for this project. This first phase of planning also includes an assessment of the long-term space needs for the Police Department. The engineering and design phase is scheduled for FY 2008 and construction funds are planned for FY 2009, as was presented in last year's CIP.

*Transportation:* As in last year's CIP, the funding stream available through VDOT's Six Year Improvement Program (SYIP) for transportation improvements on the primary corridors of Route 7 and Route 29 in the City is included. The immediate focus of funding and effort is on those areas of the City experiencing significant redevelopment. These increases in density must be accommodated with new roadway and intersection designs that accomplish the two goals of protecting the downtown commercial atmosphere and moving vehicles efficiently. The reconciliation of these two, often conflicting, goals is a major challenge and vital component of the economic success of our commercial corridors. Also included in the CIP plan is the City Center project for the intermodal transit center as well as pedestrian and traffic calming improvements, both projects will be refined based on the outcome of analysis under way in FY 2007 and FY 2008 respectively.

*Schools:* The past two years have been years of active construction and renewal. The City has witnessed the completion of the new Mary Ellen Henderson Middle School, new science labs at George Mason High School, and the improvements at Mount Daniel.

This CIP reflects a shift back to long term planning for school facility needs to prepare for the future round of construction in the out years. This planning effort requires funding for a long-term facilities study in FY 2008 and for a new enrollment study in FY 2009. These two efforts form the foundation of the next round of school facility planning and potential construction (new/renovation).

The CIP contains funding for the next major school construction project in FY 2011/2012. This funding allocation of \$50 million in FY 2012 has a significant influence on overall capital spending by the City in the intervening years. It will be necessary to minimize the use of debt financing to meet other City capital needs, if the City is to stay within its adopted debt service policy limits.

## FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

Summary of the School Board Requested CIP:

SCHOOLS	FY2008	FY2009	FY2010	FY2011	FY2012	Project Totals
Future Construction (new/ renovation)	-	-	-	800,000	50,000,000	50,800,000
Construction -- Mount Daniel	-	-	-	-	-	-
Enrollment Study		100,000	-	-	-	100,000
Long-term Facility Planning	550,000	-	-	-	-	550,000
Systems Replacement Renewal Modernization	258,000	222,000	-	70,000	405,000	955,000
<b>Total Schools</b>	<b>808,000</b>	<b>322,000</b>	<b>-</b>	<b>870,000</b>	<b>50,405,000</b>	<b>52,405,000</b>

*Storm Water Infrastructure:* In many parts of the City, the storm water system is aging, undersized, and unable to convey the standard 10-year storm event. These deficiencies result in frequent flooding along some City streets and damage to private property. As the City carries out repairs to its existing storm water infrastructure, there will be opportunities for the implementation of measures that will improve water quality. As appropriate to individual circumstances, this might include daylighting streams, bio-engineered streambeds, and storm water detention and infiltration. Having significant CIP funding for storm water improvements increases the ability to implement necessary water quality measures and infrastructure replacement/upgrades. Given that revenues will not be increasing at the rate projection of 8 percent per year, the City needs to identify an alternate revenue source. One possible concept is a storm water utility fee. For FY 2010 through FY 2012 the proposed CIP storm water funding can only be funded if an alternative revenue source is established.

*City Center Improvement Needs and Resources:* This CIP provides funding for two vital projects related to the City Center which includes the Transportation Primary Corridor Improvements and the Intermodal Transit Center. The funding is primarily federal and state dollars which require a minimal locally funded match.

However, the City Center project is expected to require public investment in improved infrastructure, open space, public facilities, and other features that will create a "Great Place." The City's Comprehensive Plan was amended in December 2005 to include a detailed conceptual description of City Center (Chapter 4, pp. 32-41). The work of the City's transportation study consulting team, scheduled for completion in 2007, will be included in future Comprehensive Plan amendments. Those recommendations will identify infrastructure, land acquisition, and related transportation needs.

To implement the City Center plan, public funds may be needed to:

- Acquire land
- Build public parking structures
- Improve existing parks
- Build new public space and amenities
- Extend, add or realign streets
- Construct public or multi-use buildings
- Increase the capacity of sewer and water systems

Pending submittal and approval of a redevelopment plan for the first phases of the City Center project, it is possible that construction could begin in early 2008 and continue at least through 2012. The anticipated development program would result in private investment of about \$280 million in assessable real property value upon completion of the first phases of City Center, or about \$2.8 million per year at a tax rate of \$1.00 per \$100 in assessed value. Additional tax revenue to the City from personal property, grocery and retail sales, hotel occupancy, BPOL, and meals could easily exceed \$300,000 per year.

The build out of City Center will lead to incremental growth in the City's tax base each year until full value of the new investment is realized upon project completion. The table below is an estimate of the potential inflow of new real property tax revenue from City Center investment from 2008-2012, or the first five years following project approval.

**FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM**

**Potential City Center Resources from Real Property Improvements**

Year	2008	2009	2010	2011	2012
Estimated New Assessable Value	\$27.7 mil.	\$83.1 mil.	\$153.1 mil.	\$237.7 mil.	\$280 mil.
Annual Incremental Tax Revenue Over 2007 Base Value (at \$1.00/\$100)	\$277,000	\$831,000	\$1,531,000	\$2,377,000	\$2,800,000

The City's bond counsel advises that tax increment financing is not the optimal tool for the City to use for debt financing of capital projects, as it is more expensive than general obligation (GO) bond financing. However, the City could take advantage of the flow of new tax revenue generated from City Center investment by setting aside some or all of the incremental revenue stream to fund City Center-related projects on a "pay-as-you-go" basis to start with or later support debt service on GO bonds issued to pay for City Center improvements.

CIP PROJECTS -- UTILITY FUNDS	FY2008	FY2009	FY2010	FY2011	FY2012	Project Totals
<b>Water Utility</b>						
Telephone System Replacement	80,000					80,000
Chesterbrook Pump Station Upgrades	225,000	-	-	-	-	225,000
Kirby Road Water Main	-	-	-	-	700,000	700,000
McLean Pumping Station Improvements	75,000	600,000				675,000
Seven Corners System Improvements	-	385,000	700,000	-	-	1,085,000
Washington Aqueduct Residuals Disposal	1,800,000	400,000	-	-	-	2,200,000
Water Main Replacement (Route 50)	2,900,000	-	-	-	-	2,900,000
Water Main Replacement Program	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Pumping Station Control Center	50,000	100,000	-	-	-	150,000
<b>Total Water Utility</b>	<b>6,130,000</b>	<b>2,485,000</b>	<b>2,700,000</b>	<b>2,000,000</b>	<b>2,700,000</b>	<b>16,015,000</b>
<b>SOURCES:</b>						
Debt Funded	6,050,000	2,485,000	2,700,000	2,000,000	2,700,000	15,935,000
"Pay as you go"	80,000	-	-	-	-	80,000
<b>TOTAL SOURCES</b>	<b>6,130,000</b>	<b>2,485,000</b>	<b>2,700,000</b>	<b>2,000,000</b>	<b>2,700,000</b>	<b>16,015,000</b>
<b>Sewer Utility</b>						
Arlington Wastewater Treatment Plant Upgrades	3,200,000	5,800,000	-	-	-	9,000,000
Fairfax Wastewater Treatment Plant Upgrades Phase I	328,311	328,311	328,311	328,311	328,311	1,641,555
Fairfax Wastewater Treatment Plant Upgrades Phase II	-	-	75,000	75,000	75,000	225,000
Falls Church Sewer Rehabilitation	400,000	400,000	400,000	400,000	400,000	2,000,000
<b>Total Sewer Utility</b>	<b>3,928,311</b>	<b>6,528,311</b>	<b>803,311</b>	<b>803,311</b>	<b>803,311</b>	<b>12,866,555</b>
<b>SOURCES:</b>						
Debt Funded	3,200,000	5,800,000	-	-	-	9,000,000
"Pay as you go"	728,311	728,311	803,311	803,311	803,311	3,866,555
<b>Total Sources</b>	<b>3,928,311</b>	<b>6,528,311</b>	<b>803,311</b>	<b>803,311</b>	<b>803,311</b>	<b>12,866,555</b>

*Utility Fund:* As was the case last year, the principal challenges to both the Water and the Sewer Utility Funds are capital costs incurred by our regional partners, which we must pass through in our rate schedules.

With respect to the Water Fund, changes at the Dalecarlia Treatment Plant will put an added strain on our ability to finance the long-term capital needs of the system.

Likewise for the Sewer Fund, upgrades at the two wastewater treatment plants that our system uses will translate into upward pressure on our rates and our ability to meet capital needs.

# FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

## Five-Year Budget Projection Through FY2012

	FY2006 Actual	FY2007 Budget	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
<b>Revenues</b>							
Total Revenues @ 3.5%	61,159,142	63,705,518	65,935,211	68,242,944	70,631,447	73,103,547	75,662,171
<b>Capital Improvements Program</b>							
Capital Improvement Expenditures		(3,663,000)	(6,964,000)	(10,494,000)	(3,537,000)	(3,094,000)	(52,204,000)
Proceeds from capital grant funds		796,000	1,550,000	913,000	869,000	424,000	424,000
Proceeds from bond sale		-	2,000,000	8,000,000	400,000	800,000	50,000,000
Only if grant/revenue offset		-	-	225,000	1,200,000	1,000,000	850,000
1% of Total Revenues for Capital Improvements				682,429	706,314	731,035	756,622
Net Cash Flow from CIP	-	(2,867,000)	(3,414,000)	(673,571)	(361,686)	(138,965)	(173,378)
Fund Balance, beginning	14,207,576	16,585,323	13,718,323	10,304,323	9,630,752	9,269,067	9,130,102
Fund Balance, end of year	16,585,323	13,718,323	10,304,323	9,630,752	9,269,067	9,130,102	8,956,724
<b>Key ratios</b>							
Fund balance as % of revenues	27.1%	21.5%	15.6%	14.1%	13.1%	12.5%	11.8%
<b>Debt Service</b>							
Existing	5,234,687	5,237,573	4,956,292	4,905,963	4,830,151	4,827,298	3,925,397
New		-	-	200,000	1,000,000	1,040,000	1,120,000
Total	5,234,687	5,237,573	4,956,292	5,105,963	5,830,151	5,867,298	5,045,397
Debt service as % of expenditures @ 3.5%	8.6%	8.2%	7.5%	7.5%	8.3%	8.0%	6.7%
<b>Fund Balance</b>							
Policy Limit (12% of Revenues) @ 3.5%	7,339,097	7,644,662	7,912,225	8,189,153	8,475,774	8,772,426	9,079,461
<b>Debt Service</b>							
Policy Limit (10% of Expenditures) @ 3.5%	6,115,914	6,083,852	6,252,121	6,756,937	7,026,976	7,296,458	7,548,879

# Glossary of Terms



CITY OF **FALLS**  
**CHURCH**



## Glossary/Acronyms

**Accrual Basis of Accounting** – A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Adopted Budget** – The final operating and capital budget approved by the City Council after public hearings and amendments to the proposed budget, if applicable; becomes legal guidance to City management and departments for spending levels.

**Advisory Referendum** – A measure voted on by the general public in an election; refers to a specific question posed on a ballot which is non-binding and used to provide guidance to the elected representatives.

**Appropriation** – An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are granted for a one-year period.

**Assessed Value** – The fair market value placed upon real and personal property by the City as the basis for levying property taxes.

**Assessment/Sales Ratio** – Assessed value for each sale of real property divided by its selling price; used to determine if real property is assessed within a reasonable range of fair market value. The Commonwealth of Virginia requires that real property be assessed at 100 percent of fair market value. An acceptable assessment/sales ratio percentage is 70 percent or higher.

**Balanced Budget** – By law, local government budgets must be balanced; i.e., expenditures may not exceed revenues.

**Basis of Accounting** – The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes.

**Bond Debt Instrument** – A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal. Bonds are typically used for long-term debt to pay for specific capital expenditures.

**Bond Ratings** – A rating of quality given on any given bond offering as determined by an independent agency in the business of rating such offerings.

**BPOL Tax** – Business license or gross receipts tax, this item taxes the total revenues of a business.

**Budget** – A plan of financial operation including an estimate of proposed means of financing them (revenue estimates). The term also sometimes is used to denote the officially approved expenditure ceilings under which the City and its departments operate.

**Budget Calendar** – The schedule of key dates or milestones the City follows in the preparation and adoption of the budget.

**BZA** – Board of Zoning Appeals.

**CAFR** – Comprehensive Annual Financial Report

**Capital Fund** – Each year, the City adopts a five-year Capital Improvements Program (CIP) that serves as a blueprint for the long-term physical improvements the City wishes to make. The Capital Fund is funded through a transfer from the general, water and sewer funds, State aid and bond issues. The current year CIP is included as part of the annual budget. The capital fund is also used to account for projects that are capital in nature but do not meet the thresholds to be included in the CIP.

**Capital Improvements Program (CIP)** – A five-year plan of proposed capital expenditures for long-term improvements to City facilities including water, sewer, transit and schools; identifies each project and source of funding. To be included in the CIP a project must be estimated to cost more than \$100,000 and have a useful life in excess of one year.

**Capital Outlay** – An appropriation or expenditure category for government assets with a value of \$5,000 or more and a useful economic life of one year or more.

**Carryforward (carryover)** – Funds in the School Division budget unexpended in one year that are used as a funding source for the subsequent year. This is required by 6.18 of the City Charter.

**Coefficient of Dispersion** – Represents the mean percentage deviation from a median.

**Comprehensive Annual Financial Report (CAFR)** – The annual report that represents a locality's financial activities and contains the independent auditor's reports on compliance with laws, regulations and internal controls over financial reporting based on an audit of financial statements performed in accordance with "Government Auditing Standards."

## GLOSSARY OF TERMS

**COG – Metropolitan Washington Council of Governments** – an independent, nonprofit association of 17 member governments located in the Washington metropolitan region.

**Constitutional Officers** – Officials elected to four-year terms of office who are authorized by the Constitution of Virginia to head City departments; the Treasurer, the Commissioner of Revenue, and the Sheriff in the City.

**Consumer Price Index (CPI)** – A measure, calculated by the United States Department of Labor, commonly used to indicate the rate of inflation.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.

**CSA** – Comprehensive Services Act.

**GEORGE Bus** – Provides bus service to City residents and visitors.

**CY** – Calendar year.

**Debt Per Capita** – Total outstanding debt divided by the population of the City.

**Debt Ratio** – A measure used that determines the annual debt service or outstanding debt as a percentage of some other item which is generally an indication of the ability of the City to repay the debt; examples include annual debt service as a percentage of total annual expenditures and total outstanding debt as a percentage of total assessed value.

**Debt Service** – The payment of interest and principal to holders of the City's debt instruments.

**E-911 Tax** – This is a tax on telephone usage to pay for fire and police emergency dispatch operations.

**Economic Development Authority (EDA)** – Responsible for encouraging industrial and commercial development in the City.

**Encumbrance** – A reservation of funds that represents a legal commitment, often established through contract, to pay for future goods or services.

**Enterprise Funds** – Account for the financing of services to the general public whereby all or most of the operating expenses involved are recorded in the form of charges to users of such services. The enterprise funds consist of the Sewer Utility Fund and the Water Utility Fund.

**Expenditure** – Actual outlay of monies for goods or services.

**Expenses** – Expenditures and encumbrances for goods and services.

**Fair Market Sales** – Defined as an "arm's length" transaction where there is a willing buyer and a willing seller, neither of which is under pressure to sell or buy. This excludes transfers such as sales within a family, foreclosures, or sales to a governmental unit.

**Fringe Benefits** – The employer contributions paid by the City as part of the conditions of employment. Examples include health insurance, state public employees retirement system and the City retirement system.

**Fiscal Year** – Section 6.01 of the City's charter sets the fiscal year as July 1 through June 30.

**Full-Time Equivalent (FTE)** – A measure for determining personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with one full-time equivalent position.

**Fund** – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance** – The excess of an entity's assets over its liabilities also known as excess revenues over expenditures. A negative fund balance is sometimes called a deficit.

**GAAP** – Generally Accepted Accounting Principles. These form the basis of the City's accounting and financial reporting.

**GASB** – Governmental Accounting Standards Board – an organization that provides the ultimate authoritative accounting and financial reporting standards for state and local governments.

**General Fund** – Used to account for all general operating expenditures and revenues, this is the City's largest fund. Revenues in the general fund primarily are from property taxes, sales tax, the business license tax and State aid.

**General Obligation Bond** – A bond for which the full faith and credit of the City is pledged for payment.

**Infrastructure** – Public systems and facilities, including water and sewer systems, roads, bridges, public transportation systems, schools and other utility systems.

**Internal Service Charges** – Charges to City departments for assigned vehicle repairs and maintenance provided by the motor pool division.

**IT** – Information technology.

**Lease Financing Instrument** – Financial obligation which is not the general obligation debt of the City for which the full faith and credit of the City is pledged for payment.

**Median Household Income** – Median denotes the middle value in a set of values, in this case, household income.

**MGD** – Million gallons per day.

**MIS Services** – Management information services generally referring to information technology products and services.

**MISS UTILITY** – An organization that tracks utilities so that, in accordance with the Underground Utility Protection Law, anybody who wants to dig in the ground for any purpose can determine where utilities are located.

**Modified Accrual Basis of Accounting** – Basis of accounting according to which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

**Non-Departmental Accounts** – Accounts used to record expenditures that cannot or have not been allocated to individual departments.

**NVTC** – Northern Virginia Transportation Commission.

**Object** – As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contractual services and materials and supplies.

**OPEB** – Other Post Employment Benefits. These are benefits offered to retirees in addition to a retirement plan. The City offers retiree health insurance and life insurance.

**Open Space Fund** – The open space fund was established to fund acquisition of open space and parkland in the City.

**Performance Measure** – An indicator of the attainment of an objective; it is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

**Personal Property Tax (PP)** – A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of cost.

**Proposed Budget** – The operating and capital budgets submitted to the City Council by the City Manager.

**Proprietary Fund** – A fund that accounts for operations that are financed in a manner similar to private business enterprise; consists of enterprise funds.

**Public Service Corporation (PSC)** – An entity defined by the Commonwealth of Virginia as providing utilities to residents and businesses; includes power companies, phone companies, gas companies, and other similar type organizations.

**Real Estate Tax (R/E)** – A tax levied by the City Council on real property in the City of Fairfax; real property is defined as land and improvements on the land (buildings).

**Reserve** – An account used to indicate that a portion of fund equity is legally restricted.

**Revenue** – The income received by the City in support of a program of services to the community; includes such items as property taxes, fees, user charges, grants, fines and forfeitures, interest income and miscellaneous revenue.

**Revenue Estimate** – A formal estimate of how much revenue will be earned from a specific revenue source for some future period – typically a future fiscal year.

**ROW** – Right-of-way.

**Salaries** – The amounts paid for personal services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and temporary help.

## GLOSSARY OF TERMS

**SUP** – Special use permit as in zoning.

**Supplies and Material** – The expenditure classification used in the budget to cover office and operating supplies, construction materials, chemicals, fuels, and repair parts.

**Tax Rate** – The amount of tax levied for each \$100 of assessed value.

**Transient Occupancy or Lodging Tax** – Tax on stays at hotels and motels of less than 30 days duration.

**UCR based reporting** – Uniform Crime Reporting; move is toward incident based reporting (IBR).

**User Fees** – The payment of a fee for direct receipt of a public service by the person benefiting from the service.

**Utility Funds** – Sewer and water services are accounted for in the utility funds. The sewer fund and water fund are enterprise funds. Enterprise funds are those funds in which the cost of providing goods or services is financed primarily through user charges.

**VML** – Virginia Municipal League – a nonprofit association of City, town and county officials that provides member services to Virginia local governments.

**WMATA** – Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems expenditures. The GEORGE bus is operated under contract by WMATA.



